SEP 1 P 104

SEPTEMBER 1, 1945



TWENTY-FIVE CENTS

Sales Januagement Januagement

### TOMORROW'S HOT COMPETITION

Burton Bigelow discusses management techniques for meeting it. See page 35.

### WHERE TO FIND SALESMEN

Six spots to look for potential selling talent. See page 151.

### BUILDING UP THE DEALER

Progress report on McKesson & Robbins' "Bexel Club." See page 74.

MAGAZINE OF MODERN MARKETING



You're certain to enjoy Whiskey at its PRE-WAR BEST... when you ask for Three Feathers! Blended Whiskey, 86 proof. 65% American grain neutral spirits. Try Three Feathers and taste why it's been enjoyed for 63 years! Three Feathers Distributors, Inc., N. Y. ... Feather your nest—buy more War Bonds!

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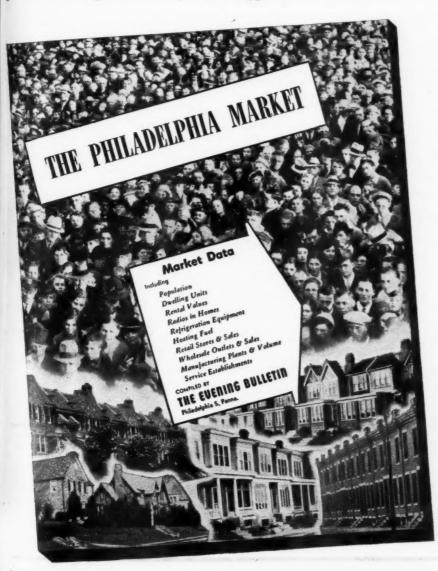
### We've just got to show you these bouquets

#### A sales executive writes:

"The best thing of its kind I have ever seen. It certainly contains a wealth of 'down to earth' facts to guide any sales manager covering the Philadelphia market."

#### An appliance distributor writes:

"Your book contains a great deal of solid meat and we know it will be mighty helpful to us in many of our problems facing our re-entry in the appliance field."





### An advertising executive writes:

"It is a grand job and you certainly deserve a lot of credit for it."

#### A radio research man writes:

"We have received many surveys from various newspapers throughout the United States but find your data to be most comprehensive and valuable."

#### A leading automobile man writes:

"It is without a doubt one of the most valuable market studies that I have ever seen . . . another 'first' for The Bulletin."

### The president of an insurance company writes:

"Thanks for your book, 'The Philadelphia Market,' which we read with great interest and profit."

Your copy's available right now!

### The Evening Bulletin

PHILADELPHIA 5, PENNSYLVANIA

## Sales Management

VOL. 55, NO. 5; SEPTEMBER 1, 1945

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the <u>Idea</u> Network

# WOOD PREVIEW,

...an experiment in success

Nothing (says a respected adage) succeeds like success. We are *not* surprised at the rousing reception West Coast listeners have given *Hollywood Preview*, another hit program created for the Coast by the Columbia Pacific Network.

It's a new variant of a bullseye success formula — one that has put nation-wide favorites like *Lux Theatre* and *Screen Guild Players* high in the rating heavens.

We pick well-written screen plays — which have never before been produced —many of them from the files of Hollywood movie studios.

We present them with smart acting by young stars under the guidance of M. C. Otto Kruger, himself a great actor.

Then we add full measure of the production skill and timing which characterize every program created by the *Idea* Network.

The result is a half-hour of dramatic perfection that not only *entertains* but sells the products of the General Petroleum Corporation, its sponsor.

All Columbia Pacific programming is aimed toward that same end - to entertain and to sell. Into it go the elusive (but unrivalled) qualities of high showmanship and artistry reflected in

CPN's experienced production, scripting and technical excellence. For the sponsor who wants radio programming that will put his best foot forward, we have the maximum to offer You pin the offer down by conferring with us or Radio Sales.

COLUMBIA

Pacific

NETWORK

A DIVISION OF THE COLUMBIA BROADCASTING SYSTEM. Palace Hotel, San Francisco 5. Columbia Square, Los Angeles 28. Represented by Radio Sales, the SPOT Broadcasting Division of CBS

100 251-250-34 50-



### ... Or Would You Rather Be a Fish?

The advertising of Swim-Fins and a Sea-Dive Mask is currently giving a Superman or Man-from-Mars flavor to the pages of publications in the sports field. You may have seen these ads with pictures of people cavorting gaily about, swimming and spear-fishing under-water, protected by the mask and propelled by the swim-fins made by Sea-Net Mfg. Co., Inc., Los Angeles.

Sea-Net Mfg. Co. started as a supplier of commercial fishing nets, corks, rope-rigging and such, but has broadened out into the manufacture and distribution of water sports equipment.

Swim-Fins are not new, according to a spokesman for the company, but they have attained wide popularity in recent years though their use in underwater exploring and spear-fishing. They not only permit greater speed—more distance on a short lungful of air—but free the hands of the swimmer so that he can manipulate a spear, or use an abalone iron to pry abalone or other shellfish from rocks.

The related item, the Sea-Dive Mask, permits clear underwater vision, and protects the eyes and nose of the underwater swimmer.

Hal Messinger, president of Sea-Net, and designer of some of its underwater equipment, served in World War II as Chief Training Officer for underwater swimming units. His company also produces equipment for the Armed Services for operational purposes—retrieving lost articles under water, making minor repairs, freeing fouled propellers, life-saving, and underwater inspection of boats.

The idea of Swim-Fins originated with Owen Churchill, who used to watch South Sea Island natives using homemade fins crudely woven from palm leaves. Sea-Net began distributing the fins several years before the war, but had to cut down on them because of the shortage of rubber. Reclaimed rubber was recently released for this purpose, and the company is actively promoting the line now.

Advertising, handled through Jordan & Lo Buono, Los Angeles, has been appearing in such dealer magazines as Sporting Goods Dealer, Sports Age and Department Store Economist. Seventy-line advertisements have also been appearing in consumer publications, such as Outdoor Life, Boys' Life, Sports Afield, and Motorboat. A 70-line advertisement with coupon for a free booklet, published in Outdoor Life, has been pulling an average of over 500 coupons a month throughout the summer.

Sea-Net's items are sold chiefly through sporting goods dealers and stores with sports departments. The company

furnishes a variety of sales aids, including counter cards a self-displaying package for the Sea-Dive Mask, a display board with an array of Swim-Fins, Sea-Dive Masks, and several varieties of underwater fishing spears. An important sales aid is a 23-minute color and sound movie on underwater spear-fishing, available for special showings by dealers, and sportsmen's clubs and groups. Most of the scenes in the movie were taken under water and show hand-to-hand commando tactics of underwater spear-fishing.

The Swim-Fins, which look a lot like a fish's fins—only much larger, are \$9.45 a pair, at retail. They are said to increase speed 40%. They come in six sizes, ranging from small to extra-large with a three-inch extension for lifeguards. They are worn like rubbers.

The Sea-Dive Mask retails at \$2.75. It is made of pliable rubber with double-strength glass, and is also available with plastic-glass, for use as pool equipment. The makers claim that you can read a newspaper through one without distortion. Swimming pool instructors use the mask to observe the swimming form of students.

### Three-Year Saga

In 1942 Sidney Dean, who is known in advertising circles as "Sid," vice-president of J. Walter Thompson, Inc., shook his last agency hand for awhile, walked through the door bearing his name, and got inducted as Pvt. Dean. Most people in the agency business, who knew him as one of the youngest vice-presidents in the game, began laying bets about how long it would take the Army to make Sid a general. But Sidney himself is still amazed that in a scant three years he has been able to work up from the ranks to a captaincy. The other day the Army awarded him the Bronze

"Here's where those bombs hit!," says the bombardier to Captain Dean, in describing a Flying Fortress raid over enemy land.



Star Medal for originating special target briefing methods (him, who was a high-powered advertising man without a munitions account to his name) "which notably contributed to bombing accuracy."

That's not the half of it. The sound of words—especially words on paper—have always been too much a part of Sidney Dean's life to find complete expression in a couple of letters home every week to his wife. Some time ago Sid began to send long mimeographed report sheets on everything he saw and felt of this man's war to his home front friends. We got his latest the other day—it ran the gamut from reflections on Anglo-American unity to French ingenuity. But the part we liked best was the one in which Sid blew a gasket over America's well-meaning but, he feels, unnecessary, solicitous attitude about that "problem

# SPORTS AFIELD'S CIRCULATION Leads All Outdoor Magazines!

Top Position Won by Fresh Aggressive Editorial Policy

You hear the word everywhere ... there's a new leader in the outdoor field! It's Sports Afield Magazine, with the largest ABC Guaranteed Circulation (350,000) among all outdoor publications at any price!

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ich he em Estimated average delivered circulation for the first six months of 1945 . . . 380,000! That's real dominance of the publications reaching this rich man market!

Sports Afield's leadership is no accident. It's the result of editorial superiority... better

reading material, better layout, better art work, a better format. Years of planning, plus modern readership research is now being rewarded. Ten minutes with the current issue of Sports Afield will convince you that America's oldest outdoor magazine has struck a new note, set a new high standard, in the outdoor field!

With its lowest basic advertising rate, Sports Afield's leadership can pay rich dividends to marketers of man appeal merchandise... now and postwar.

In the Outdoor Field ... It's

SPORTS
AFIRED



Twenty-five Cents

## YOU GET MORE IN ESSEX COUNTY, N. J.



11th in Retail Sales
9th in Buying Income
9th in Food Sales
10th in U.S. Potential
8th in "Quality of Market"
1st in Family "Spendable"

National Rankings by Sales Management



child," (according to America, not Captain Dean) the returning serviceman. Four years spent in some far-flung outpost hasn't changed the G.I.'s essential character, he says. Everything they've seen in Europe seems patently inferior to what they see in America. The intangibles—culture, historical traditions—are not very obvious to soldiers. Sid finds that a lot of them get a furry feeling around the teeth at the concern we on the home front display about their ability to adjust.

"What the hell," say they, "we adjusted to war and separations and loneliness and dirt. Its not going to take a blueprint to show us how to settle down to home again."

It sounds good to us. We weren't worried anyway.

### **Dream Store in No Man's Land**

On a recent Sunday, 3,300 visitors shopped at the desert general store owned by Alfred L. and Nancy Clark, where Soledad and Mint canyons come together. Hence the "Solemint Store."

ED

He

ele In

It is miles from any place—Saugus, Calif., the nearest village. But the 1,100 sales that day added up to more than a thousand dollars. That was more than the Clarks had seven years ago when they started the place, which now has a \$160,000 yearly gross.

Back in Tennessee, Al Clark was a country store clerk. He got to dreaming of owning his own store. Somehow, he never had the money to start up. He was middle-aged before he rented this place.

At first, the Clarks' cash and credit didn't allow much stock, and then came war shortages, so their business has been built under abnormal conditions.

"God-forsaken" is not too strong a term for the neighborhood, for there was not much motor traffic. It was in a No Man's Land. But people still had gasoline, and came through from Los Angeles, 30 miles south, and some stopped. Desert prospectors came in, asking for lanterns, fishing tackle. Ranchers wanted coffee grinders, Dutch ovens. . . .

"We haven't got that, but we can get it for you," said the Clarks, and they did. The store in time became known as one that would search out the hard-to-find things.

Clark put up some wisecracking signs, such as: "Not a cough in a carload? They must have sent us the wrong car!" People stopped, came in to read other signs all over the place. Corny? But people like corn.

In general merchandise, the stock now contains thousands of items, mostly in small lots, many dating back to other days. Whalebone, purple shirts, horse gear, chamber pots. The customers browse, and buy.

But if you should want a ready-cut house, or a boat, or a piano, the Solemint Store would book your order, and fill it in a short time. Lines such as toys have been found profitable all year round, because motorists dusty, bored kids go for them—the oldsters too. Four years ago the Clarks decided that this not-so-wide place in the road rated a meat market, and they started one, just ahead of the shortage. They often have meat, and fresh fruits and vegetables have been added, and a dairy counter. There is also a service station, and a drive-in restaurant, and the store has expanded to 2,400 square ft.



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E. C. WILLIAMS

EDWARD G. WILLIAMS is now president of American Type Founders Sales Corp. He joined the firm in 1932, was made vice-president, and director in 1936 and three years later he was advanced to executive vice-president.

HENRY F. DEVER has been elected president of Brown Instrument Co., subsidiary of Minneapolis-Honeywell Regulator Co. He formerly was vice-president in charge of engineering of the parent firm.

### **NEWS REEL**



DEVER



achrach



R. A. WILLIAMS

R. A. WILLIAMS has been elected executive vice-president and a director, American Car & Foundry Export Co. He will supervise sales, subsidiary companies, and representatives of the firm.

GEORGE M. DOUMA has been made sales manager of national accounts of the National Enameling & Stamping Co. He formerly was sales manager in charge of all of the Central West territory for Wilson Bros. of Chicago.



H. W. RODEN, vice-president of the American Home Products Corp., has been appointed head of the firm's Cosmetic Division and president of its cosmetic subsidiary, Affiliated Products, Inc.

MURRAY G. KUSHELL has been made sales promotion director of Personna Blade Co., Inc. He formerly was advertising manager of the Namm Store, Brooklyn, with which he had been associated for the past eighteen years.



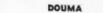
**GLEESON** 

W. W. GLEESON has been elected president of L. G. S. Spring Clutch Corp., subsidiary of Curtiss-Wright Corp. He succeeds G. W. Vaughan, president of Curtiss-Wright, who has been made chairman of the board.

R. L. SAUNDERS, formerly vice-president and secretary of The Texas Co., is now vice-president in charge of the company's Domestic Sales Organization. He succeeds H. W. Dodge who has resigned.



Pach Bros.



SEPTEMBER 1, 1945



KUSHELL



### New England..

### HOME OF WEZ

WBZ has a business and mailing address.. Boston, but, with its clear-as-a-bell 50,000-watt signal, it is a "hometown station" in communities throughout all New England. It reflects the pulsing life and cultural traditions of the eight-million typical, prosperous Americans living between the Canadian border and Martha's Vineyard.

Programs on WBZ are nicely adjusted to their needs, tastes, and preferences. WBZ supplies them with what they want.. of entertainment, information, and public-service features.. and in the proportions in which they want them.

High-calibre, locally originated programs vie with ranking network-shows on WBZ. Its musical, homemaking, sports, and newscast-offerings make it an essential part of New England's home-life, as it has been for the past 24 years.

An impressive, diversified list of top-notch national, regional, spot, and local sponsors attests the worth of WBZ as a proved selling-force in New England. You, too, can use it to advantage in selling most of industrial and rural New England. Contact NBC Spot Sales for availabilities.

GREENVILLE, N. H. 2. HARRISON, ME. 3. PROVINCETOWN, MASS.
 DURHAM, N. H. 5. IPSWICH, MASS.

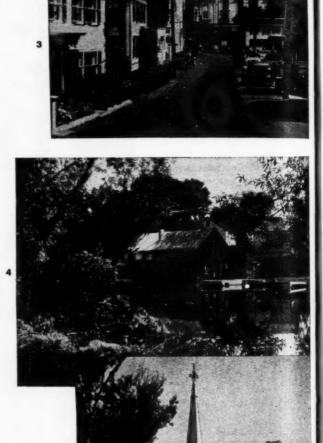
Photographs from New England Council, Maine Development Commission, and Monadnock Region Association.



### WESTINGHOUSE RADIO STATIONS Inc

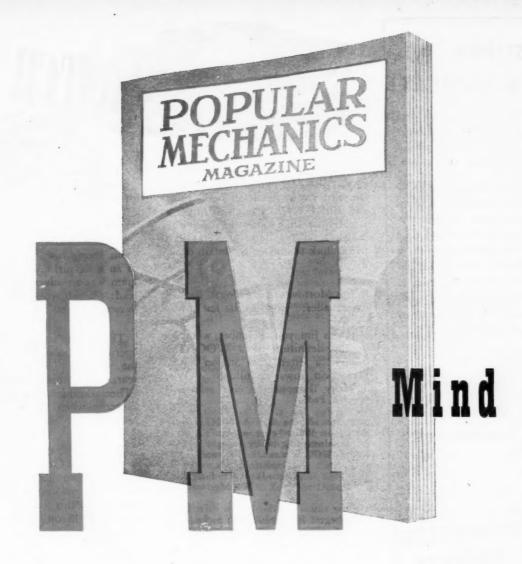
KDKA . WOWO . KEX . KYW . WBZ . WBZA

REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO



mir

S



Advertising's job is to reach and influence minds. If a sales message doesn't dent the prospect's mind, it doesn't matter how big his purse, home or garage is or how far he got in school.

Space buying is the art of getting ads where they are most likely to set minds to thinking . . . people to acting.

That happens when you "REACH THE P M MIND"... the inquisitive, exploring, enthusiastic mind of Popular Mechanics' readers. These men are always active, always alert to new ideas, always doing something about them. That's why Popular Mechanics gets quick, measurable, lasting results. Put it on your schedule now.

### SUPER SUPER-MARKET

See what goes on in America's largest food plants-they are your super super-market now for equipment, materials and supplies.

In our promotion magazine, FOOD NEWS, we are publishing a series of photographic trips through major food plants. See yours and your competitors' equipment at work in them. The pictures often reveal unsuspected uses and new markets. If you are not on FOOD NEWS' complimentary mailing list, send us your name and address.

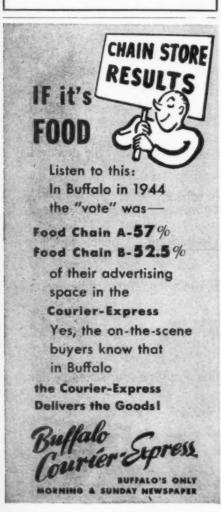
> No. 1 in the series covers a trip through the Pennsylvania Sugar Co.'s plant. No. 2 now in prepara-tion takes you through the Haffen-reffer Brewery. Other plant tours will follow.

#### FOOD INDUSTRIES

A McGRAW-HILL PUBLICATION

330 W. 42nd St.

New York 18, N. Y.





I like that definition attributed to Fred Allen, brought to my attention the same day by Readers Elaine Gilbert and Bill Berry: "An advertising-man is a fellow who starts the day with a molehill on his desk, and has until five o'clock to make a mountain out of

Jim Morrow offers a slogan for Gillette Blades: "Good to the last strop."

It was Jim, you remember, who gave us the definition of a WOC. That brought a letter from Station WOC. Davenport, Iowa, as follows:

T. Harry Thompson Scwatch Pad

Sir:

Sir:
Sure, it's silly to say "A WOC is something you thwow at a wabbit." Anybody in the adwertising business ought to know that a WOC is a wadio station.

Wespectfully yrs.,
(signed) L. O. Fitzgibbons Sls. Mgr.

George Beckenbaugh picked up this bit of incidental intelligence somewhere: "Amendment 2 to Price Regulation 383, effective June 18, increased the ceiling which industrial consumers may pay for Mexican prairie-bones by \$2 per short ton." George says it looks like more Mexican jumping-beans and fewer bones in the soup, now!

The postal card was unsigned, but the voice is that of Allan Hovey giving two quickies: "The effort of Germany to conquer the world might be called 'The Blight That Failed' 'Just because it is vacation-time, don't be plasmodic about giving your blood."

We are still being urged to write more letters to the men in the armed forces. Nobody can question the lift the fellows get out of these "fiveminute furloughs," as someone has aptly called them. George Millington says, 'if you're too busy to write a letter and postpone writing on that account, send a Government postal card. You'd be surprised how much of home you can squeeze into that 3x5 space.

Bill Wise, Fruehauf's able ad mgr., thinks motor-transport operators might trail-off their letters with: "Freighternally yours." By the way, Bill, what ever happened to that line of mine for Fruehauf Trailers: "Warehouses on Wheels?"

I found this in Kasco Informant: "A soldier recently received a telegram saying his wife had given birth to an 8-lb. girl. Attached to the telegram was an advertising-sticker which read: 'When you want a boy, call Western Union'.'

The same source tells about an opera-star who said he had sung with the Metropolitan for twenty long years. An admirer beamed and said: Then you must have known Madame Butterfly when she was just a cater-

Paul Barrett, versatile ad mgr. of the International Correspondence Schools, questions two items in Hal Westerberg's animal - nomenclature printed here earlier this Summer. Paul says it's a sedge of heron, not a seign; a skulk of foxes, not a skull. And why did Hal omit a pride of lions and a watch of nightingales? Come, come, Mr. Westerberg; speak up.

Lou Shimon, of Whitewater, Wis., who is bringing out a pocket-edition of "Laugh a Little," says: "Though she's a cracker-salesman's daughter, she's just a crumb to me." He says that "buyers coming to New York should remember that the gold-diggers who entertain them are like dice. easily rattled but hard to shake." Ending on a serious note, he says: "It pays in business, this fine art of doing a little more than you are paid to do; it pays in friendship and in almost every phase of one's life."

Caption for an eye-lotion ad: "You're good for sore eyes."

Aside to Ken Carpenter, announcer for the Eversharp Sunday-night quizzer: Must you talk in italics? Need you punch-out every word as though you were yelling "Look out!" or "Stop thief!"? Try barking like that at your girl-friend some time and see where it lands you.

Orville Reed, the Michigan trouba-

SALES MANAGEMENT

### nothing but the TRUTH

BY LARRY ROBERTS





a scratch pad. As the top layer wears off, the next thickness appears on the surface and a new layer forms on the bottom of the pad to keep the count up to 30 copies at all times.

■ Cons in the hoosegow south of the border have the use of two private swimming pools in the *Penitenciaria Del Distrito Federal*, Mexico City, for aquatic sports when it gets too hot for them in their cells.

■ A glance at the alias file in any police identification department reveals some beauts. A few of these picturesque and alliterative monikers from the front of the drawer are Abie the Ace, Bennie the Beanbag, Charlie the Chisler, Dave the Dip, Ernie the Early Bird (pronounced of course, Oiny the Oily Boid), right down the list to Zeke the Deac.

Dissatisfied with such good old words as stinko, blotto, blind or pifflicated, a Massachusetts Prohibitionist offered a \$200 prize in 1924 for a new crime-fighting word with which to point the finger of scorn at disciples of John Barleycorn. The answer to the \$200 question was "scofflaw" which had a vogue with teetotalers until repeal in '33.

Two of the most remarkable criminals in this country are a pair of mental defectives in a New York state institution. One of them can tell what day of the week any date within the past 300 years fell.



Q. September 16, 1789? A. Wednesday. He has a partner who has memorized the census of every city, village and town in the U. S. Q. Highland, Ind.? A. 2,732 inhabitants.

Yet these two quiz kids are so non compos mentis in every other respect that they are up for life as a menace to society.

Dips who operate on victims asleep in subway trains are known to the trade as "lush workers." Their working hours are 12-7 A.M. A pair of pickpockets pretending to be strangers enter a train and take seats on either side of their victim. One gets out a late edition and spreads the paper to cover up while his partner relieves the sleeper of his valuables. The dips then leave by different doors at the next station.

■ Married men in the clink stand a better chance of being granted a parole than bachelors. The con with kiddies at home is considered by parole boards to be the best bet to make good given a break—while single fellows living in rooming houses have been found to be much more likely to get into trouble again.

■ All details assigned to the New York City police laboratory are not on the seamy side. In cases of alleged violations of the liquor laws it is the

liquor laws it is the duty of the scientific sleuths to examine confiscated scotch, rye, corn, gin, cordials, beer, porter, ale and wines to determine whether they are fit for human consumption... Nice work if you can get it!



Prison censors invariably read between the lines of the correspondence that passes through their hands. Cons fussy about who reads their mail make futile attempts to smuggle out secret messages or "kites" written with homemade invisible ink—lemon juice, dissolved aspirin or milk—in the blank spaces of their regular letters. The routine use of an ultra-violet lamp shows up the secret writing plain as day.

■ A cruel and unusual punishment meted out by law in olden times consisted of a surgical operation to remove the tear glands from a lawbreaker's eyes. Any person thus afflicted can no longer shed a tear or produce the necessary moisture to lubricate his eyeballs. In a short space of time the eyeballs dry up and the individual becomes blind as a bat.

hese items are from one of the most popular departments of Inside Detective. This is typical of the type of editorial fare that attracts to the Dell Detective Group more readers than any

other similar group. These 1,087,369 regular buyers, a cross-section of the urban male audience, are an important market for any product that appeals to men.

### DELL DETECTIVE GROUP

INSIDE DETECTIVE • FRONT PAGE DETECTIVE Dell Publishing Company, Inc., 149 Madison Ave., New York 16, N. Y. World's largest publisher of fact-detective magazines — and detective mystery books, featuring Agatha Christie, Dashiell Hammett, Helen Reilly, Carter Dixon, Ellery Queen and other noted writers



GRAFLEX great year pictures!

URING War, entire output of GRAFLEX, Inc., was on War and essential civilian use. With peace - present GRAFLEX output will remain high on civilian production. Anticipated increased demand for Graflex precision, picture-taking instruments will provide uninterrupted steady employment for the hundreds of skilled personnel comprising the Graflex family.

ONLY 12 other cities equal Rochester's value of industrial production. But Rochester's per capita value is highest of all! These skilled, high-wage, finished product workers make more, spend more to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the Eastall dominantly covered by Rochester's two fine newspapers!

of manufactured products among all the large cities!



Adler-Rochester Clothes Bausch & Lomb Optical Goods Beech-Nut Coffee Blue Label Ketchup Bond Clothes Clapp Baby Foods Cutler Mail Chutes Delco Oil Burners Eastman Kodaks Evening in Paris Cosmetics Fanny Farmer Candies Fashion Park Clothes French's Mustard General Railway Signals Gleason Gear Cutters G-M Auto Accessories Graflex Cameras Hickey-Freeman Clothes Hickok Belts and Braces Mason & Hamlin Pianos Matrix Shoes Michaels-Stern Clothes Pfaudler Glass-lined Tanks Ritter Dentist's Equipment Shur-On Glasses Snider's Catsup Stromberg-Carlson Radios Superba Cravats Taylor Thermometers Timely Clothes Todd Protectographs Women's Arch-Aid Shoes

dor and direct-mailer, tells me about the courtesan who wrote her memoirs in rhyme and called the book: "From Bed to Verse."

Among other things, Summer is that season when radio sponsors put in their second-team; when some advertisers whittle-down their schedules on the theory that people can't read in hot weather; when all and sundry assume that people have left the country. Antidote for this reactionary thinking: Try to get a seat in the subway.

MAN—"This dentist's bill is too high." WIFE—"I know. He's making mountains out of molars.

And here's George Millington in less serious vein. He used the following doggerel as the only address on a letter. And, in case Hollywood is interested, I got it, too:

T'arry Thompson, I ask you, See what mail-men have to do! Mar their strength, impair their health, Doping out that Twelve South Twelfth Is the place where such old codgers Work for Messrs. Gray & Rogers.

Rochester's M. A. Van Liew thinks the makers of Swan soap might use one of those baby swans as a cygneture.

"Nicobars" sounds like a 5-cent candy item. Almond bars, probably. We had been shelling them, I understand, shortly before war's end.

In a squib about the advisability of demanding butter of restaurants, to keep them from thinking they have weaned the public away from it, the Philadelphia Bulletin says: "Maybe we'd butter ask."

Tup Way tells me about the girl with the neckative personality."

T. O. White sends another twist. I told him I thought someone had beaten us to it, but that I liked it anyway. It has to do with a gagster putting this sign in Gypsy Rose Lee's dressing-room: "Is this strip necessary?

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Tessie O'Paque has radar figured out as a sort of electrically operated echo. That's not quite it, Tess, old girl, but you're on the trail of something.

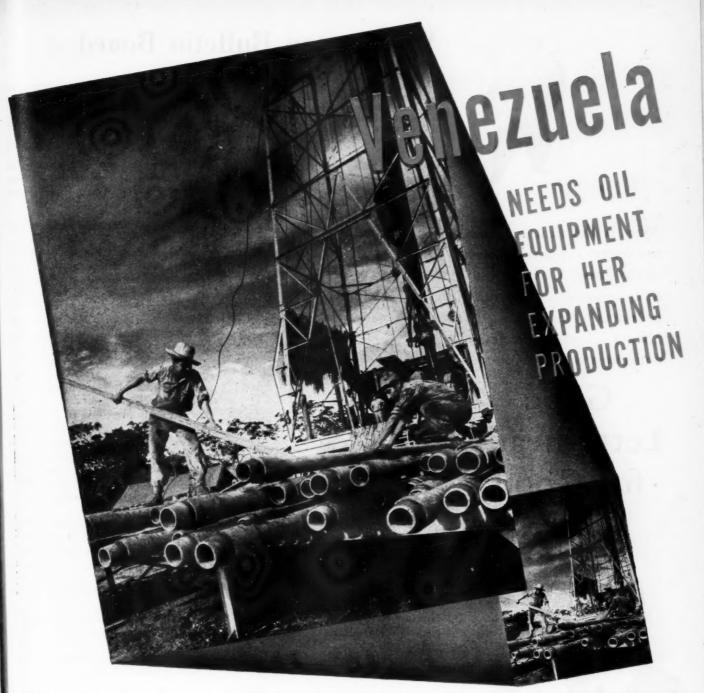
"It keeps the Z-z-z-tt alive—the Duraglas bottle!" J. Leslie Rupert topped that 25 years ago at N. W. Ayer with: "Keeps Hires Fizzically

-T. HARRY THOMPSON

**DEMOCRAT & CHRONICLE** 

**Morning and Sunday** 

Two of 21 Gannett Newspapers



VENEZUELA leads the way in expanding its drilling and production in proven fields and wildcatting in undeveloped areas. Increased needs throughout the world make added production imperative, so—exploration and production are being intensively carried on—wherever oil might be found. Never has the need for oil equipment and services in foreign

fields been greater than it is today. Never has the world-wide response to advertisements in WORLD PETROLEUM been greater than it is RIGHT Now!

If you tell 'em in the leading Export Publication, WORLD PETROLEUM, you can't help but sell 'em. Tremendous orders for oil equipment are being placed now, for present and future delivery.

COMPLETE EXPORT AND DOMESTIC MANAGEMENT COVERAGE in South America, Mexico, Iran, Russia or the U.S.A. Wherever oil is produced, refined or transported—you will find WORLD PETROLEUM is read by the important Purchasing Personnel. Over 70% of WORLD PETROLEUM readers receive their copies at home.

WORLD PETROLEUI

READ BY OIL EXECUTIVES EVERYWHERE



UNDER THE MANAGEMENT OF REX W. WADMAN



Now is the time to send out letters...good letters with good news about your present and future products. And now, as always, it is well to remember that it is best to use...

### Good Letterheads for Good Letters



So specify Atlantic Bond for all your direct mail letters. For it is genuinely watermarked...makes a good impression. It has quality written all over it and is economically priced. Send for sample portfolio of "Eastern Fine Papers for Business."

### Atlantic Bond

Made by
EASTERN CORPORATION
BANGOR, MAINE

### Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of Sales Management.

### **Relaxing Salary Control**

Does the relaxation of Government controls over pay increases apply to individuals in higher pay brackets such, for instance, as members of a sales organization and others who do not belong to unions?

Yes. Spokesmen for the Treasury Department's Salary Stabilization Unit say that the presidential order relaxing Government controls on voluntary pay increases affects salaries under the Unit's jurisdiction as well as wages controlled by the War Labor Board.

### Standardization Regulations

Is it true that the Government is going to continue requiring standardization of sizes and varieties of manufactured products under so-called "simplification procedures" adopted during the war?

Some business interests fear that these practices have given Government theorists a big foot in the door for control over normal business procedures, but their fears appear practically groundless.

In answer to this question the National Bureau of Standards says: "A trend toward resumption of direct relationship between the Bureau and industry in the matter of simplification of sizes and varieties of manufactured products, which became apparent in the fourth quarter of last year, has continued. . . . The fact that industry generally has gained, in a managerial sense, from its experience with mandatory simplification is evidenced by the many inquiries that the Bureau receives on how the benefits of simplification can be retained." Collaboration or cooperation with the Bureau in Simplified Practice Recommendations will continue to be purely a voluntary matter.

The War Production Board incorporated simplified practice in many limitation and conservation orders for the specific purposes of increasing output of manufactured articles needed for the war program and conserving materials and manpower. With the wholesale revocation of WPB orders, these requirements also are revoked

so far as actual Government regulation is concerned.

### **Pricing Branded Products**

Has there been any change in Government policy on the pricing and retail handling of standard brand name goods?

Under an amendment to the retail "pricing chart" regulation, covering retailers of textiles, apparel, furniture and house furnishings, suppliers may apply to OPA for uniform retail ceiling prices on their brand name products, wherever prices have been substantially uniform in the past, and wherever it can be shown that the suggested ceilings would not raise the general level of prices. Previously, suppliers of branded articles have been permitted to apply for uniform prices only if they could show that the articles had been advertised by them and sold at suggested uniform retail prices. OPA admits these requirements were so rigid they excluded a great many manufacturers and wholesalers who had been selling products which were in turn sold at retail at fairly uniform

In issuing the amendment, OPA said: "Every article must be pre-ticketed by the manufacturer and must reach retailers' shelves carrying a dollar-and-cent ceiling price tag which can be easily read and understood by shop-

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The amendment also revises the provisions covering "cross-stream" sales to permit retailers to recover their out-of-pocket costs and handling charges on sales to other retailers.

### What About Fake "Polls"?

We are convinced that some of our competitors have resorted to fake "polls" and "surveys" in their advertising. Is this in the province of the rederal Trade Commission?

Very definitely. This is one of the things the FTC has been watching recently, and you can instigate an investigation upon request. For example, the FTC last fortnight asked one baking company to prove that its advertised "survey" claims, purporting to show that the ice cream industry preferred its product, actually were reporting such surveys accurately and completely. Behind this order is a suspicion that the public has become gullible because of the apparently sustained success of some reputable polls.

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### You recently asked "How's it going?" Here's how :

The Man's Magazine, is a great, growing success. ("Over the transom" subscriptions are coming in at the rate of 1,500 a month, but 95% of the copies of true, are bought at the newsstands by fellows who plank down their 25c a copy.)

's Advertising volume has increased 249 pages since last year — comparing 1944 totals with 1945 space actually sold and conservatively estimated. This is a 155% space increase this last year.

's Circulation in 1943 was slightly over 250,000. In 1944, nearly 475,000 readers bought true at their newsstands. In 1945, sales already are more than 600,000 an issue. We estimate that by December, they'll jump to 800,000. Our January, 1946, rate card guarantees you 500,000 A.B.C. The bonus is gravy.

's Advertising revenue in 1944 was about \$85,000. In 1945, it will be more than \$400,000. This is a 370% dollar increase this last year.

's Advertisers will total more than 130 in 1945—last year, only 30 advertisers used the book.

will grow and keep on growing, because men like the dramatized truth they get in *The Man's Magazine*. They get top-flight writers doing stuff that interests them. They get the best illustrators in the business. They get man-sized excitement. They get what men always go for.

puts you in a man's world. Do men buy your product? true will sell it for you.



FAWCETT PUBLICATIONS, INC., 295 Madison Avenue, New York 17, N. Y. . World's Largest Publishers of Monthly Magazines

Prominent Users of Strathmore Letterhead Paper: No. 61 of a Series



### IS YOUR LETTERHEAD WORTHY OF YOUR FUTURE?

September 8th marks the 25th anniversary of the first scheduled coast-to-coast air mail flight, on the same route over which United Air Lines now flies wartime plane loads of mail, express and passengers. In the postwar days of fabulous luxury flying just ahead, United will be ready with new giant Mainliners to wing through the skies at five miles a minute!

To commemorate this 25th birthday, United Air Lines has chosen a Strathmore paper for its anniversary letterhead—as a worthy and handsome representative to speak for the future of this great air line. You, too, should use a letterhead that says "progress" for Your company. With lighter weight papers necessary under government regulations, quality is more important than ever. The Strathmore watermark is your assurance of that quality.

### STRATHMORE OF FINE PAPERS

Strathmore Paper Company, West Springfield, Massachusetts

YOUR WASTE PAPER IS URGENTLY NEEDED—Over 700,000 war items, shipped to the fighting fronts, are either made of or packed in paper. Much of this paper is made by re-processing waste paper. Clean out your old files and obsolete printed matter and get it into the hands of your local waste dealer or salvage committee immediately.

Patent Service

What is meant by the "public register of patents" mentioned in reports of new activities of the Department of Commerce under Secretary Wallace?

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This is distinctly a new service described by the Department as "an aid to manufacturers in finding new products for manufacture during the reconversion and future years." This register provides a list of patents available for licensing or sale, whereas the Official Gazette of the Patent Office is merely a formal listing of patents granted. It was designed to provide a means by which patentees and prospective users of their patents can get together and develop manufacturing or sales plans. The Department of Commerce reports that numerous trade groups and manufacturers have requested inclusion on its mailing list to receive notification of the listing of patents in their respective fields.

For the "Register," patents are described simply, technical language is avoided, and the field of application is clearly defined so that each patent may be brought to the attention of the largest number of potential licensees and purchasers. No charge is made for listing. A reasonable amount of assistance is furnished to registrants and prospective licensees and purchasers, but the Patent Office does not participate in sales or licensing negotiations.

Considering the large number of patents issued during the war period, the "Register" may be a fruitful source of new sales products for the immediate reconversion period.

Status of Census Reports

Does the Bureau of the Census expect to issue any of its customary reports soon, considering the transition period for business?

The Bureau of the Census would like to go ahead with all of its established surveys, especially the Census of Manufactures and the Census of Business for 1945. But both are still held up by failure of the House Appropriations Committee to see the need for such figures under wartime conditions. With the return of Congress in September, conscious of business needs and demands, an appropriation for this work may be forthcoming—but businessmen definitely should get busy asking for it through their individual congressmen. The economy wave is going to hit Capitol Hill soon with a resounding splash.

[28]

### gnificant Trends

As seen by an editor of Sales Management for the fortnight ending September 1, 1945

### **Putting the Worst Foot First**

SOME OF MY BUSINESS FRIENDS criticize John W. Snyder, Reconversion Director, for warning that the transition from war to peace may throw upwards of 8,000,000 people into unemployment by next Spring.

They aren't agreed on why they dislike the prediction. Some don't like it, although admitting that he may be right, because, "that will help the unions. They want to scare the country into giving higher unemployment in-surance and higher wages." Others don't like it because they believe sincerely that reconversion will be rapid and that we are more likely to see a labor shortage than widespread unemployment.

We don't believe that anyone can tell at this stage what the unemployment picture will be by Spring, but if there is going to be a bad situation it seems smart to let people know that it is coming, and is a temporary but inevitable part of the change-over from War to Peace, and not a resumption of the economic deterioration of the 1930's. We can accept it with far better perspective if we can glimpse the prospects for the period immediately beyond. By telling people in advance that things may be tough for awhile he hopes they will discount it; just as the stock market discounts bad news, and the fact may not be as painful as anticipated.

And on the period immediately beyond reconversion the Snyder report is optimistic in the extreme. "Only a peacetime production vastly expanded over anything this or any other nation has ever seen," says Mr. Snyder, "will make possible the attainment of the four major objectives: (1) jobs for all those willing and able to work, (2) a steadily rising standard of living, (3) stabilization of our economy to avoid disastrous inflation or deflation, (4) increased opportunities for farmers and business men.

We're with you, Mr. Snyder, on "a peacetime production vastly expanded,"-but don't forget that these products aren't going to get on and off the shelves without selling.

### Taking off the Wraps

MR. TRUMAN'S MASTER PLAN, it seems, is to let the country reconvert itself to a large degree. The grand decision of the Administration is that competitive management, from the corner grocery store to the vastest industrial establishment, is in the aggregate more efficient than any other realizable force. However, his blue-print does call for a few assists from Congress ("just in case") when it reconvenes after Labor Day. His emergency program has four major planks. They are: unemployment compensation to increase the maximum in every state to \$25 a week, the raising of minimum wages from the present legal rate of 40c to 55c, funds for a tremendous expansion of the United States Employment Service, and a reduction in business taxes.

His ideas on unemployment insurance, it is said, are that "a decent minimum" of compensation will diminish the personal blow to millions out of work and prevent

buying power from falling off so sharply as to hamper the national rebound. No unemployed worker would receive more than two-thirds of his normal wage. Twentyfive dollars would be the maximum. If the worker's pay check was \$25 he would receive \$16.67. If it was \$37.50 he would receive \$25.

### **Back to 1941?**

WARTIME STATISTICS are misleading. Services and retail sales are sharply curtailed; manufacturing soars out of all proportion to its rightful place in a normal economy. Naturally the index of manufacturing will drop.

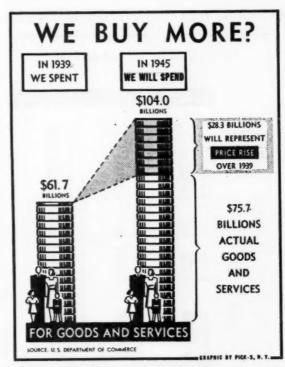
Assuming that during the next 90 days there will be a sharp drop in industrial activity and a rapid rise in unemployment, it is probable that:

(1) Production will drop most.

(2) Income will drop somewhat less.(3) Retail sales will drop much less than the other two, and possibly not at all.

Business Week sizes the situation up by saying, "it is probable that over-all manufacturing activity and the level of unemployment will be no worse than 1941, a pretty fairly prosperous year."

Reports from Detroit indicate that the sudden ending of



This chart will help to explain the current Committee for Economic Development analysis of our marketing job -to sell in the first full year after reconversion 42% more in goods and services than were sold in 1939at the 1939 price level. . . . The price rise since 1939 at the retail level has been 27.2%. So - add 42% to the 1939 total and then another 27.2%, and you come out with a grand total of \$111.4 billion as the goal we have to shoot at, if prices remain at current levels. See p. 34. the Japanese War caused no confusion in automobile circles. Ford allowed representatives of the public to see cars coming off the line at its Edgewater, N. J. plant, and at the time of writing is the only major company talking about early production in quantity, but the entire industry can—and will—reconvert much sooner than the public has been led to expect.

### Prepare for Tough Selling

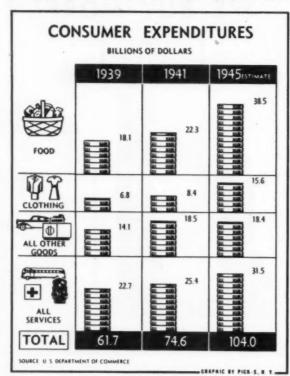
BY REDUCING RESTRICTIONS on materials and labor the Administration urges private industry to speed up the production of civilian goods. What will this mean to sales executives?

As Dr. Julius Hirsch points out, "consumer durables such as residential construction, cars, perhaps refrigerators, and for a limited time radios will be scarce. This will hardly bring inflationary pressure on the whole economy, for demand for such goods is easily postponed, and they accounted for no more than 10% of pre-war nationwide sales of all goods."

But 70% of all consumers' goods will press onto the market in increasing plenty, while spendable income will taper off. An over-supply will exist soon in wool, cotton, rayon, all metals (except possibly tin) and almost certainly in all grains. Shoe rationing will soon be discarded. Clothing will be more plentiful. The majority of producers—something like 80%—have no reconversion problem.

This means only one thing: a need by most sales managers for more salesmen, better training and supervision, more promotion, and more advertising.

But-for the first few weeks or months sales will come



Here is a breakdown of the chart on the preceding page. It was prepared before V-J Day, and the sudden ending of the war may produce slight shifts. If reconversion is as rapid as manufacturers think it will be, the total for "All other goods," which includes the much-wanted durables will go up a billion or so through accelerated purchases in the fourth quarter.

easily in most lines, as wholesalers and retailers replenish low inventories. Consequently, sales managers will have a slight breathing spell; they can and should pick their new salesmen carefully, instead of doing what Jack Aspley describes as "filling up the organization with below-grade salesmen, who are just good enough to get by, but too good (as we usually think) to fire."

### World's Greatest Promotion Joh

ONE OF MR. CHURCHILL'S CLOSING REMARKS as Prime Minister was that the United States "stands at the summit of the world." While he was referring to our military dominance, the statement is even more true in an economic sense. Everywhere people want American goods.

Lend-Lease has been a greater promotion job than the sales or advertising worlds ever dreamed up. It has spread American products everywhere, and they have been liked. The living standards of our Armed Forces have accented and supplemented this situation. One of the contributing causes for dissatisfaction with the recent British Government was the Englishman's observation that our soldiers were so much better fed, better clothed, better equipped. So he voted for a change in government, hoping that a new crowd might raise the home standard of living.

American cigarettes have captured the globe, introduced to some extent by Lend-Lease, but even more by our soldiers and sailors, who found that American cigarettes could be exchanged for the best the country afforded. This test selling job has built up such a tremendous demand as to test the capacity of American fields to raise enough tobacco. There's a similar demand for other American products used in the war—certain foods, trucks, refrigerators, and the like.

### A Cotton Dress in Ole Miss'

"OUR GREATEST UNTAPPED 'EXPORT' MARKET is right here at home," says J. P. McKinney & Son, news paper representatives, in a study of domestic markets called, "Nationwide Newspaper Formula."

"If each woman or girl of our deep South farm population alone were to buy just one more cotton dress a year, it would equal five times the value of our exports of dresses in 1940. . . . If only one in four of our families now without bathrooms wanted one enough to work for it and get it, the volume would equal our total exports of sanitary equipment for the last twenty years. . . . If only one in twenty of our families carpeted just one room, it would mean a carpet business larger than our annual exports ever reached."

The study, engineered by Douglas Taylor of the McKinney organization, presents a specific plan for reaching 20% or more of the families in each of the 3,070 counties of the country at milline rates considerably under those commonly estimated.

The McKinney contention about the possibilities of increasing consumption in this country is sound and practical—but we can *also* expand our foreign trade.

We must do both if we are to dispose of the goods which American labor and machines will turn out under "reasonably full' employment.

PHILIP SALISBURY

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### Editor's Note:

New York sponsored a post-graduate course for sales executives, one of the outstanding features of the series of meetings was a talk by Burton Bigelow on "Sales Management—Tomorrow."

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In that talk Mr. Bigelow presented an outline of the fundamentals of modern sales management, placing special emphasis on new techniques and tools which are now available, but which are not being widely enough applied. The presentation provoked an unusual amount of discussion.

With reconversion started, now that V-J Day is a reality, companies everywhere are gearing for a switch to a peace-time economy. The Sales Management editors therefore

asked Mr. Bigelow to revise and bring up to date the material presented before the New York Sales Executives, and to expand it to include some important new subject matter. The material in this issue represents Part I. Parts II, III, and IV will appear in succeeding issues. When the presentation is complete, a single reprint will be made embodying all four articles.

Sales Management presents these articles with pride. We believe they contain more solid meat than many a 400-page textbook on modern sales management practice.

A. R. HAHN Managing Editor.

### New Management Patterns to Meet Tomorrow's Scramble for Sales

The staggering post-war job of distributing 160 billion dollars' worth of goods and services cannot be accomplished with pre-war methods. Stiff competition is coming, backlog or no backlog. Here, in an article in four parts, Mr. Bigelow blueprints the job, reviews the newest sales techniques which need wider application.

Part I of an article in four parts

#### BY BURTON BIGELOW

Burton Bigelow Organization Management Consultants New York City

ican sales management must triple, perhaps even quadruple, the annual dollar volume of goods and services which were sold at the low point of the depression. This is essential if the number of post-war jobs are to be maintained at a safe and prosperous level. That goal is now generally accepted—whether it is expressed in terms of the economists' newest yardstick, Gross National Product, or as National Income or, more simply, as Manufactured Goods and Services.

Reaching the goal involves a task so gigantic that no sales manager or sales group has yet fully comprehended its real magnitude. Try to translate \$160-

billion of Gross National Product into the billions of hours of salesmen's effort necessary to sell it—and the millions of sales management hours necessary for planning and supervision, and, no matter how inaccurate your calculations, the resulting figures will be of such astronomical proportions as to make you feel small by comparison.

Think back to pre-war years. When management asked you for a 10 or 15% increase in sales volume, you did not find the quota easy to make. How much more difficult then will be your assignment, when you are required, in the post-war period, to triple and quadruple your pre-war sales—and do it when every other sales manager is striving to reach a similar objective.

Once you view the task ahead in its full magnitude, you suddenly awaken to the realization that yesterday's sales management concepts, techniques and tempo are wholly inadequate for tomorrow's job. You will never be able to carry this new four-horse load with that old one-horse shay. You will need a new type of vehicle, new and greater horsepower and a new and better, smoother straight-line traffic-way.

With the Japanese war ended, I estimate that the accumulated backlog of purchasing power—in the form of bank deposits, War Bonds and cashin-sock—will be something like \$200 billion. No such sum has ever been accumulated by any country in history. In fact, we have never before saved up as much as 10% of this backlog of cash purchasing power.

How this pent-up purchasing power is employed—whether it is hoarded fearfully in the Nation's nylons, or invested in an orderly manner to support a growing post-war prosperity, or spent recklessly to bring about a runaway post-war price inflation—depends upon the prevailing public psychology.

Military and political technicians have manufactured our national war psychology. Why should not the Nation's marketing men accept similar responsibility and have equal success in creating a safe, sound post-war buying and spending psychology? It is our

job! We must do it! If we fail to accept the task, it will fall into the less able hands of left-wingers and crackpot ideologists who wish to destroy, not to preserve free enterprise.

destroy, not to preserve free enterprise. A good deal has been said about the intention of consumers to hang on to their wartime savings and spend only their current post-war earnings. Such a condition will result only from a national fear-psychology and that we must plan to avoid. In my opinion, we are likely to have a purchasing spree—and when it gets going, most of today's resolves to save money will vanish, and people will spend money eagerly for whatever they want.

The situation is likely to be a good deal like that of the family in which the wife asked the husband: "John, why is it we can never save any money?"—and John sagely replied: "It's because the neighbors are always buying something we can't afford." In other words, I except a good deal of buying, motivated as ever, by a desire to "Keep Up with the Joneses." The social pressure set up by "imitation" provides one of the most powerful—but one of the least employed—selling motivations. It will strongly affect post-war consumer buying.

But these pent-up social pressures can be released and these motivations set into motion only by means of selling. The finest article ever manufactured—if it is to be sold in large enough volume to be profitable—must be sold—it won't sell itself. You need only to examine the history of great inventions—basic inventions which eventually changed the lives and habits of all civilized men—to discover the truth of the old axiom, "Merit alone does not sell itself—it must be sold."

#### Remember Robert Fulton?

Let's take a single classic example as illustrative of this principle. I refer to the little-publicized-in-history attempt of Robert Fulton, inventor of the steamboat, to sell his epoch-making invention to Napoleon Bonaparte.

Long before Fulton tried the historic "Clermont" on our own Hudson River, he had made several other trials which popular history has somehow slighted. One of these trials—and a very successful one it was—took place in Paris on the River Seine. The river banks were lined with crowds. The test was a great success. The following day, the Paris newspapers bristled with acclaim that would have made a modern-day publicity man demand an increase in salary.

Against that favorable background, how could Inventor Fulton fail to sell Soldier Bonaparte this new invention? Yet fail he did. That failure will seem all the more inexplicable when I tell you that not over six months before, in the French Assembly, the young First Consul had cried: "Give me control of the English Channel for 15 minutes and I will control the world!"

Yet, when Mr. Fulton brought to Bonaparte his great invention which would have enabled the Frenchman to control the English Channel for 15 minutes, 15 hours, 15 days or 15 weeks, Napoleon turned him down. Why? Because Mr. Fulton was an engineer—not a salesman. He knew how to build a steamboat, but not how to sell one.

And—as engineers have done and will do again—Mr. Fulton gave Bonaparte the old "nuts-and-bolts" story—and not the benefit story of the application of his invention to Napoleon's needs and wants and ambitions. So Mr. Fulton went away with the customary nuts - and - bolts' answer — "NO!"

### Forget Nuts-'n-Bolts Selling

America has a plentiful supply of brainy engineers and technical men—most of the world's best, if you include some famous foreigners who are here as refugees. They can build wonderful products, at very low cost, and in great quantities—almost unlimited quantities—Heaven help us!! But they do not have the skills needed to sell their inventions and productions.

If Robert Fulton had been wise enough to take with him a real salesman, the latter would have opened up by reminding Napoleon of his recent speech in the Assembly; he would have painted a brief picture of what a steam-propelled ship would mean to Bonaparte's ambition to defeat England and when that hoped-for hungry gleam came into Napoleon's eyes to signal that the prospect was ready for the "nuts and bolts" story, Mr. Salesman would have introduced Inventor Fulton, gadget - explainer extraordinaire. When Fulton had said enough, the salesman would have interrupted "Now, Boss, that's enough of the shiny machinery story-here's where I take over. There's selling to be done."

Examine the early history of any invention—the cotton gin, or the sewing machine: They all required selling. Singer Sewing Machine agents, for example, are almost as famous as historic symbols of America's great era of expansion as are the lightning rod peddlers or life insurance agents.

The telephone had behind its development one of America's great executive salesmen — Theodore N. Vail. If you think he didn't leave to his successors a legacy of salesmanship—try to list the present-day sales

activities of the great Bell Telephone System. You will be surprised at the amount of selling you uncover in that organization.

The cash register business, through that dynamic salesman, John H. Patterson, gave specialty selling its first customatic pattern.

systematic pattern.

The motor car industry advanced the science of selling 100 years in less than a quarter of a century, lifting some of its greatest sales geniuses from the cash register field.

### Replace Intuition with Fact

We have agreed that the old-day concept of sales management is unequal to the enlarged needs of tomorrow. We admit that yesterday's techniques are outmoded in the light of tomorrow's tasks. What changes, then, must sales management make, what improvements must be inaugurated to meet these new demands? We must substitute science for supposition. We must play more by note less by ear. We must replace instinctive "feel" with realistic facts. We must say "I know" instead of "I guess."

Let's look at the concept of scientific production management as enunciated by Frederick W. Taylor, one of the great pioneers of modern mass production. This was written about 1910—and it is a basic truth which can be applied to sales management today, save to substitute the word "salesman" for "workman."

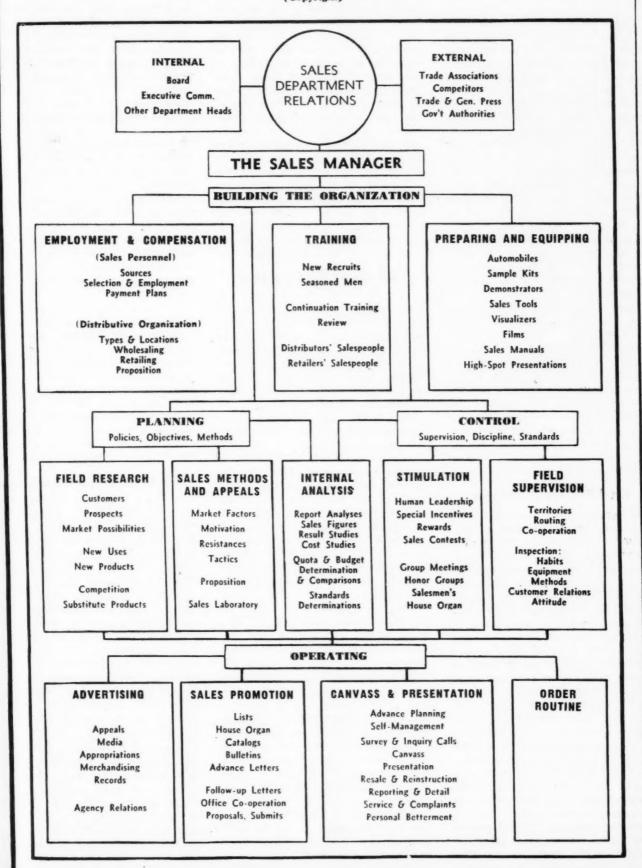
Mr. Taylor said: "To work according to scientific laws, the management must take over and perform much of the work which is now left to the men. Almost every act of the 'salesman' should be preceded by one or more preparatory acts of the management to enable him to do his work better and quicker than he otherwise could. So that each man should daily be taught by and receive the most friendly help from those over him, instead of being, at one extreme, driven or coerced by his bosses, or, at the other, left to his own unaided devices."

Let's turn now to the chart headed "The Sales Manager's Job" and observe how the basic Taylor concept can be put to work in the sales department. As you begin to familiarize yourself with the chart, you will observe that it is really a visualization of the sales manager's four major responsibilities: building the organization; planning sales operations; controlling sales activities; operating the sales force.

Near the lower right-hand corner is a box, "Canvass and Presentation." This is the only function on the entire chart which is the exclusive province of the salesman and not chiefly the responsibility of management. This

### THE JOB OF THE SALES DEPARTMENT

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encovefly This squares with Taylor's principle that management should take the responsibility for properly employing, compensating, training, equipping, planning for, controlling and operating the sales force.

Taylor points out that at the time he began introducing scientific management methods into production, it was the foreman, not the management, who had the real know-how about a job. Foremanship was a traditional, family job, handed down from one generation to the next, tightly held onto and highly cherished and protected from outsiders. If the manager asked a foreman about methods or techniques: "Joe, how do you do soand-so?" the foreman would reply: "Well, what do you care? If you want it done, send out the orders and we will do it."

Taylor insisted that such a situation was unsound. Management, he held, should know more about every job than the best worker or the foreman. Otherwise, how can management effectively hire, train, equip, plan, inspect, correct, supervise, and control

their operations.

Taylor was the first to enunciate the principle of separating planning from execution — thinking from doing. Those men actually engaged in performing the work, he contended, are seldom competent to do the planning -but even if they are competent, they cannot, for lack of time, if for no other reason, undertake planning while engaged in executing.

#### Establish Job Standards

Management must accumulate from all its workers and foremen a crosssection of shop method and practice and organize this into standard techniques which are constantly evaluated in use, and continually improved. Planning should be done by a representative of management having this data at his finger-tips. This results in combining many good parts into one major whole; it avoids the bias and limitations noticeable in the work of any one man, it gives each man better tools and methods; thereby the level of effectiveness is raised in all.

Taylor's basic concepts are amazingly applicable to sales management. Sales management cannot write a job description without knowing the salesman's job. Certainly, you cannot interview, test, or hire salesmen intelligently without a job description, and it is equally serviceable when planning a training program. If management doesn't know more about the salesmen's daily job than does any individual salesman, how does management propose to prepare and admin-

ister a sales training program that will improve the field performance of the individuals comprising the sales force?

In modern sales management, "the preparatory acts of management, which enable the salesman to do his work better and quicker than he otherwise would," include detailed planning and assignment of specific tasks, such as where to go, when to go, whom to see, what to say, what to do, what products to sell, what type and amount of order to try for, how long to stay,

and how many calls per day to make. Route lists, trip lists, call sheets, stop lists are now widely-used devices for controlling the where and the whom and usually, the when. Standard sales talks, either canned or planned, take care of what to say and what to do. Under such an operation no part of the planning function is left to the men. Both what to do and bow to do it are clearly defined.

#### Effects of Routinization

In many lines, sales managers will resist any such standardization and routinization of sales operations-and rightly so. If they do so because their company's type of selling demands more on-the-spot initiative and more latitude for the salesman to handle each situation as he sees fit, then such a decision is likely to be wise.

But if the sales manager resists modernization of sales management's role in selling because he fears the demands it will make on his time, or because he personally feels that he does not know enough to take over so much of the work now left to the individual salesman—then his position is negative and indefensible and will sooner or later lead him into trouble. How soon the trouble comes will depend upon how soon top management discovers his relative managerial in-

Let's refer again to the chart of the modern sales manager's job. Let's begin in the upper left corner and consider briefly each of the functions

Internal Relations: Sales managers, as a class, have heretofore been too supine; too willing to be office boys and do what their bosses dictate. The sales manager knows more about selling than the boss—otherwise he should not be sales manager—and therefore ought to manage - really manage—the selling job in his com-

In other words, I want to encourage you sales managers to say to your management: "You have handed me a super-human job. If you expect me to do this job properly, it is imperative that you give me the men, the money, the machinery, and the authorityyes, full, free-handed authority-to get it done.

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Say to the president of your com-pany: "You have \$3 million invested in a factory here. You wouldn't attempt to build this product without this factory-you would say it is impossible. Well, Mr. President, up to now, experience has shown that it costs more to distribute a product than to make it. I don't need a \$3 million sales plant, but I may need a \$1 million advertising campaign to push these products up to a sales volume of \$25- to \$50-million. Do I get the money? If not, I'm in the same position as you would be if the executive committee said to you, 'You can't have a factory.' That would sound kind of silly, wouldn't it? And it would make your job impossible and your responsibility would become meaningless. Unless you give me the necessary facilities for building sales, I am as helpless as you would be without a factory."

In many companies, relations between sales management and top management would promptly improve if the sales manager were to speak thus frankly to the president. It is exceedingly important that tomorrow's sales managers do not attempt to accomplish tomorrow's sales job with yesterday's facilities and methods. The job ahead is too big to be dealt with successfully by little minds or accom-

plished by little means.

#### The S. M. & Top Management

And not only do I fervently hope that tomorrow's sales manager will have cordial relations with top management-I want him to sit on the board of directors and on the executive committee where he can help to shape sales policies, public relations policies and, more important, labor policies. Half of tomorrow's consumer goods market will be made up of union men and their families. A negative labor policy decision by top management might easily make worthless \$1 million spent on a recent advertising campaign. I want tomorrow's sales manager to sit in the top councils of his company where he can head off volume-killing decisions.

External Relations: Tomorrow's sales manager will need to be a business statesman. He must understand politics—not party politics—but the broad meaning of the ebb and flow of political events; the motivations behind political action; and why 2 politician's mind works in a particular way, while a businessman's mind, in a similar situation, operates differently.

The sales manager of the new day

[38]

SALES MANAGEMENT

must understand the workings of the bureaucractic mind—and this is not to belabor the bureau heads in Government, but to recognize that they do have a special pattern-of-thinking which a sales manager must understand and know how to bend to his purposes. This sales manager must gain a new concept of the value of cooperation: cooperation with labor at the point of responsible labor leadership; with Government, in the person of responsible Government leaders, and with competitors.

Adam Smith's concept that the rights of one man leave off where those of another begin is an ethical or political concept, but it is bound to motivate much of tomorrow's successful business thinking. Who is better equipped or more strategically placed than the sales manager to bring the light of cooperation into the offices of business, the chambers of labor, or the halls of government? I nominate him as the likeliest candidate for this important work.

#### Scientific Selection Methods

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Employment and Compensation: Twenty-six years observation of salesmen at work, part of that time training an average of 2,000 salesmen per year, has brought me to the conclusion that more than half the men who find themselves in selling occupations of various types should not be there.

Ask the home office agency supervisor of any large life insurance company, who has not used systematic testing of applicants, how many of the last 100,000 men placed on the force really belonged in life insurance selling. If he is completely honest, he will tell you that perhaps 85,000 of the 100,000 didn't belong in the life insurance selling field. That is no criticism of life insurance as a business—for the percentage would prove equally bad in other lines—but it is a criticism of careless, indifferent, ineffective personnel selection methods.

Tomorrow, sales managers will be compelled to use more scientific methods of recruiting, testing, and selecting sales personnel. They must adopt and intelligently use advanced selection techniques, not only for field salesmen, but for supervisory people as well.

Scientific selection is not a singlestep procedure, but a process consisting of at least 10 steps, as follows:

1. Thorough-going Job Analysis and Job Description—to provide the sales manager with a clear-cut set of man-power specifications, so that he knows what it is he is trying to buy from his prospective sales man-power.



"Say 'Yes' Mr. Dodd—or you're going to miss one of the hottest damn sales talks you ever heard!"

- 2. Systematic Recruitment of prospective applicants—an organized "talent hunt" of wide enough scope to provide a supply of
- men adequate in number to survive the several screening steps and still leave enough suitable applicants to meet the company's needs.
- 3. Adequate Personal History Record from the applicant—the sales manager cannot have too many facts—if they are pertinent to the man's background.
- 4. Preliminary Screening Procedure—to eliminate the obviously unsuited without needless waste of executive time.
- 5. Diagnostic Interview, upon a tested pattern to reveal significant leanings, processes-of-thought, attitude toward previous jobs, and aims for the future. (This pattern interview avoids thousands of words of aimless conversation.)
- 6. Psychological Aptitude Testing—to develop information about a man's mental abilities, personality traits, and interests.
- 7. Merit Measurement of present mento evaluate a man's work in terms of management's requirements, in order to provide a basis for upgrading and promotion, and to establish a criterion of success against which to evaluate new applicants.

- 8. Multiple Interviews—to get the "second and third layers" of truth about an applicant. In the first interview, the applicant tells his "prepared personal sales talk." In subsequent interviews, he reveals his "unprepared self."
- Outside Character and Personal History Reports—to verify facts given by applicant in application and to get a lead on personal standing and habits.
- 10. Personal Interviews with References—to get their real opinions from the former employers of the applicant. Nowadays, few companies will go on record with unfavorable comments on an ex-employe. Only a personal, face-to-face interview with references will get the negative facts. And negative facts are of the most importance to the sales manager.

(Part II of this article by Burton Bigelow will appear in the September 15, 1945, issue of SALES MANAGEMENT. It will cover job analysis, recruitment of applicants—including a discussion of aptitude testing and the rating chart as selection devices—and compensation problems. — THE EDITORS.)



APRIL SHOWERS . . . a pretty girl, an umbrella that moves, conspire to sell Chesterfields in this Spring display. (Two shamrocks add an attractive seasonal note.) The white frame fences the girl in, makes a perfect foil for the package of cigarettes which dominates most of the posters in the series.

# Chesterfield's Modern Are Tuned to

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On these two pages are six samples of a series of motion window displays which Liggett & Myers Tobacco Co. has used for several years to advertise Chesterfield cigarettes.

Designed to fit, but not crowd, the average drug or tobacco store window, the posters are now distributed, one each month, to from 40 to 50 outlets over the country. Each one utilizes a small motor; each poster has one or two moving parts. The idea is attention-getting; the posters are timely—in October there's usually a football one,

A COOL, SUMMERY DISPLAY . . . dancing waves, a bright pennant, a bathing beauty whose arm carries a Chesterfield from her mouth to the banner—integral parts of this, one of the most successful of the motion window displays. Like all of these advertisements, it has only two or three moving parts. More would get out of order; require constant servicing.



GOOD FOR ANY SEASON . . . this display has all the contagion of a yawn! The model actually stretches—his right hand holds the inevitable pack of Chesterfields to illustrate how good "that first one" in the morning always tastes. The displays are designed in sections to fit standard windows.



# Motion Displays to Seasons

in July a bathing girl. In each of them is a package of Chesterfields—always the center of interest.

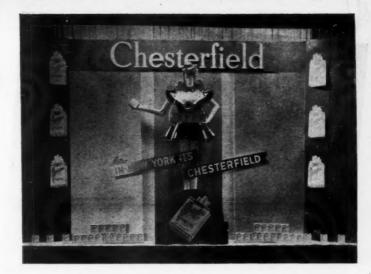
Liggett & Myers discovered, after intensive research that only four or five basic motions in the posters are practical. Nor does the company use, any longer, its current magazine advertisements for its posters. It was found that people tended to glance at the poster, remember the advertisement, and fail to notice the action. You'll see them in five cities—Boston, Brooklyn, Washington, New York City, and Kansas City.

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EVENINGS ON THE TOWN . . . highlighted by a departure from the photographic usual . . . A really ingenious papiérmâché cigarette girl offers window shoppers a pack of Chesterfields from her tray. The six packages flanking her achieve easy prominence in spite of the figure competition.



JUNE MOON . . . this one actually rises and sets, alternately, from behind the carton of Chesterfields. The girl offers her swain "the cigarette that satisfies"—he actually paddles the canoe. (Liggett & Myers installs the displays, repairs them for stores free of charge, reports that very little servicing of motors is necessary. The displays are changed each month.



FALL CLEANING . . . is easier, this display indicates, if the lady pauses now and again for a cigarette. The smiling model here cleverly lifts a Chesterfield from the opened package, carries it across in a wide arc to the banner which speaks for itself. An illusion of height is gained by the slanted stripes.



In this solemn moment let us give thanks to God for the victory and for the lives of our men who have been spared. To the memory of those who will not return, let us dedicate ourselves to the end that war may not come again to the earth.

Macy's eloued all day today

. . . R. H. Macy's, New York City . . .



ON V-J DAY

of those who gave their lives for home and loved ones the us yow that in all time to come freedom need never again be purchased at a price so costly.

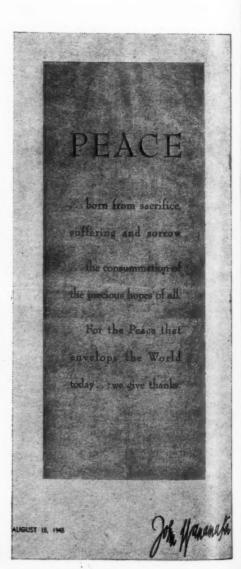
Mayer & Co.

... Mayer & Co., Washington, D. C.

. . . John Wanamaker, New York City . . .

# HOW ADVERTISERS HAILED VICTORY

There was little straight commercialism in the advertising that broke in the country's newspapers on August 15, unofficial V-J Day. Retail space dominated. Some of the advertisements were completely symbolic, others quoted briefly from immortal words of great Americans, and still others thankfully offered prayer.







... Eastern Air Lines, New York City . . .

... Chas. Schwartz & Son, Washington, D. C. . . .



. . . Silverwoods, Los Angeles . . .



. . . Donaldson's, Minneapolis . . .

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### Estate Stove Designs a "Visual" That Salesmen Really Use

It has pictures—lots of them. Even "moving" pictures. It is flexible enough so that the men can change parts around and adapt its organization to their way of telling the sales story. The men apply it with enthusiasm, "because using it is easier than not using it."

HE Estate Stove Co., Hamilton, Ohio, has produced a new type of rapid-fire presentation which is being used successfully in franchising distributors for post-war distribution. Called "Animated Presentation Album," it is un-

duced by the company in the past were really liked and used by the salesmen. Then the salesmen were asked what they really wanted and would actually use.

"An animated album is what they asked for and what they got," Mr.

ESTATE tells its product stories with quick "moving pictures" and telegraphic copy. As shown here, the dealer can slide the pictures back and forth to show how each feature works.

We have decided that they are not

With that decision made, Estate management proceeded to produce an album presentation that the salesmen themselves wanted and would use. The album is 8½" x 11" in size, printed in six colors—red, yellow, brown, blue, green, black-and is divided into four books with loose-leaf pages which are flexible and can be rearranged in the order the salesman likes best when telling his story. The presentation is just as effective no matter which way the pages are rearranged. Another valuable feature of the flexibility of the album, Mr. Dunn points out, is that the four sections or books can be supplied separately for retail salesmen's use.

Enclosed with the album is a mimeographed form with added "ammunition" for the salesman.

The first section of Book I of the album is titled "Who Did It . . . First?" It points to a selected few of the features introduced by The Estate Stove Co. through the many years of its leadership in the stove industry. This is done in question and answer form and illustrated with color cartoons (green and black), together with reproductions of advertisements



usual in that it bolts from the usual turnover easels, books, accordion folders and what not.

"Our new presentation," says Cecil M. Dunn, director of merchandising education, "was produced only after considerable study. For many years now we have supplied our wholesalers with a presentation, and during these years we have tried most of the tricks of the trade. But regardless of the time and effort expended, we found that the equipment in too many instances was not used.

"The theory that 'there is one best way to tell a story' may be true, but we believe that salesmen are independent individuals who refuse to recognize that the home office can write the story that 'best way,' especially to fit all circumstances."

Before producing the new presentation, Estate Stove management made a thorough investigation to find out just how many of the sales tools pro-



Dunn says. "And it gives them (1) plenty of pictures; (2) large pictures; (3) minimum amount of type; (4) what copy there is in large type; (5) flexibility.

"Our business is to manufacture ranges and heaters. And who is to say where to start the product story on a range, for instance? I like this order: the top surface, the broiler, and then the oven. But some salesmen like to start with the oven, and others like to start with the broiler. Are they wrong?

run throughout the years, to prove the point. The pages are loose-leaf and of the four-page folder type. They tell how The Estate Stove Co., established over 100 years ago, has consistently led in the introduction of new time-saving and labor-saving features in top-quality cooking and heating equipment, and how these features have been consistently advertised.

A typical question is, "Who took the walking out of cooking?" The answer: "Estate did—with the world's

### Where the wire and telephones went

More graphic than words have been the onthe-spot photographs of what the telephone and electronic devices did in war. Wherever they are they bind our men together.

The Bell System has concentrated its energies on making this equipment for our armed forces. That has caused shortages of switchboards, central office equipment and telephones here at home.





to "THE TELEPHONE HOUR" every Monday evening over NBC

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first table-top range, presented in the Fall of 1930. Daringly new and different, it set a new style which all manufacturers copied as quickly as they could get into production. It was announced with this double-page, fourcolor advertisement in The Saturday Evening Post of October 11, 1930. Opposite the question and answer is a large reproduction of the advertisement.

The second section of Book I invites the dealer to consider two basic points before he makes his selection of post-war ranges and heaters:

1. Avoid "Fuel-ish" Arguments-You can be sure that the battle of the fuels will be renewed in all its fury Gas vs. Electricity for the cooking load-Coal vs. Oil for the job of heating America's homes. Why take sides? Why get into an argument when you can get right into the sale. The Estate Line is the "Fuel-Proof" line . . . the only complete line of cooking and heating appliances made under one famous, nationally advertised trade

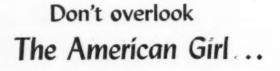
2. Concentrate Your Sales Efforts on High-Quality, High-Unit-of-Sale Appliances—Since the chances are that demand for both heaters and ranges will exceed the supply in 1946, isn't it plain good business to strive for a higher unit of sale . . . and corresponding greater dollar profit?

In the mimeographed form which is enclosed in the album is the ammunition which the salesman needs to explain these two points in detail. For example, the detailed explanation

for the first point is:

"This point is not just a play on words. The basic features of Estate Heatrola Ranges, both gas and electric, are identical as are the basic features of coal and oil heaters. This gives the Estate dealer a big advantage over his competitor. It makes it possible to avoid the electricity vs. gas, the coal vs. oil argument. He can tell a basic cooking or heating story and then adapt that story to his customers' fuel

"If a dealer must handle gas ranges of one make and electric ranges of another, the cooking features of these two lines cannot be the same. Statements he would make concerning the value of one would have to be contradicted in his presentation of the value of the other. He could not, for instance, consistently extole the virtues of 'cooking with the gas turned off' and then upon finding his customer's preference to be an electric range, switch to the maintained heat story for electricity. Nor could he tell the





800,000\* readers say -"Grow along with us!"...\$810 per page ... 225,000 ABC PUBLISHED BY THE GIRL SCOUTS, 155 E. 44th St., N. Y. 17 . MEMBER OF THE YOUTH GROUP

### SALES DIRECTOR wants to make change

SALES MANAGEMENT — Merchandising advertising background. Broad packaged food experience on staples and specialties, perishables and non-perishables. Thorough knowledge of everyform of food distribution, knows markets and trade. Has outstanding personal sales record. Has directed work of 300 salesmen including complete training program. Has also had experience in sales and merchandising of hardware, electric appliances, department and variety chain store lines. Is qualified as sales manager or merchandising manager. This man, though under 40, now employed, has every qualification for the concern that wants quick, sound development of markets on either national or large sectional scale. Asks opportunity where abilities can produce earnings of \$10,000 per year. Replies will be held in strictest confidence. Box 2180, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES PROMOTION MANAGER, good salesman, experienced in drug trade, willing to travel, wanted by proprietary medicine manufacturer. Write P.O. Box 76, Buffalo, New York.

### A MARKET AND THREE NEWSPAPERS WITH



In the 26-county retail trading area of Oklahoma served by the Oklahoman and Times and representing 33.8% of the state's total counties, resides 43% of the population.



The 43% of the state's total population living in Oklahoma City's 26-county retail trading area is responsible for 48.8% of Oklahoma's annual retail sales.



Within Oklahoma City's 26-county retail trading area lies 48.7% of the effective buying income of Oklahoma. (All figures copyrighted, 1945, Sales Management Survey of Buying Power.)

# POWER TO ATTRACT

THE magnetic personalities of The Daily Oklahoman, the Oklahoma City Times and The Sunday Oklahoman have earned for them a 56-year reign as Oklahoma's leading newspapers.

Readers prefer these papers to any others because of their vigorous leadership, their alert vision, their planned progress.

Advertisers fancy them because they lead straight to Oklahoma's area of greatest population, biggest retail sales and highest spendable income . . . and turn it into profits.



### THE DAILY OKLAHOMAN OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING CO.: THE FARMER-STOCKMAN \* WKY, OKLAHOMA CITY KVOR, COLORADO SPRINGS \* KLZ, DENVER (Under Affiliated Management)
REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.



YES, our cars are wearing out just like yours. As soon as we can, we'll be buying new ones. Then, too—a lot of us Dillys have never owned an automobile. But now, with our increased wealth and "desires" even greater than folks who've had 'em for years—we're going to be wanting automobiles and lots of them—the latest in design and efficiency.

### What's Your Recomendation?

What kind of a "job" are you going to offer post-war. We'd like to know!

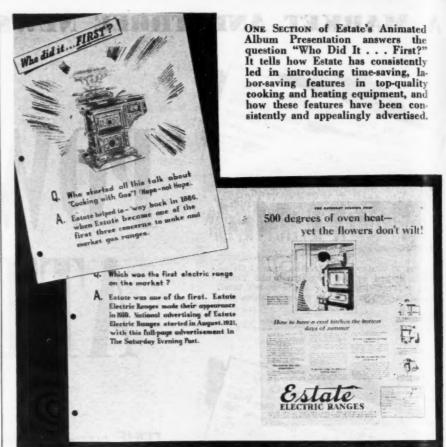
Bill Dilly

P. S.: You Can Reach Us, as usual, through



Morning, Evening and Sunday—the ONLY advertising medium that reaches the Fort Smith area with EFFECT—and that's a fact.

Represented Nationally by BURKE, KUIPERS & MAHONEY, Inc.



economy story of the coal Heatrola Intensi-Fire Air Duct and then justify its non-existence on a competitive make of oil heater. Such a program gets the dealer involved in the battle of fuels."

The second point is equally well explained in the "ammunition" mime-

ograph form.

After the introduction of Book I, in quick moving pictures and telegraphic copy, the product stories follow through. These stories are divided into three separate books—one book for gas ranges, another for electric ranges, and the third for coal and oil Heatrolas. When paper becomes more plentiful, Mr. Dunn says, they will be produced and bound separately so that the Estate dealer can use them when presenting the product story to his customers.

Book I of the product story is titled "A Picture Book Story of the New Estate Gas Range," and in the pages that follow the dealer gets the entire story told mostly in pictures—many of them moving pictures. For example, by a twirl of the thumb, the dealer can slide the top of a range back and forth, showing how it is built and how easy it is to clean it. Or he can snap with his fingers five or six pictures out of the oven (just like a movie) to show how the Estate Bar-B-Kewer adds an extra oven to the range, how deep the broiler pan is, that it has

a smokeless insert, seven sets of ledges, and how by lowering the pan whole hams, roasts and fowls can be barbecued. Also by the twirl of the thumb, the dealer can make, red flames burst out of the Estate "Pot-of-Gold" Bowl Burner. The album throughout is generously sprinkled with pictures such as these.

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Book II, titled "Cooking Is Just a Snap in an Estate Electric Range with Balanced Oven Heat," includes animated pictures of the range, following through with telegraphic descriptions of all its new features.

Book III is written in a different style. Printed information on each page is a bit more detailed. The first section of this book covers the story of the Estate Coal Heatrola. The second section deals with the Estate Oil Heatrola. The illustrations are both animated

and still.

"Our Animated Album Presentation," says Mr. Dunn, "was put in the hands of Estate distributors and their wholesale salesmen the first of the year. We have kept our eyes peeled since we sent them out and find that the men are using them. When we ask them confidentially why they use this one, their answer invariably is because it is easier than not using it. Actually, the album tells a pretty fair story by itself. All you have to say is 'see' once in a while, as you manipulate the pages."



CONFERENCE COMFORT: Salesmen attending Morning Milk's sales meeting watch the proceedings around a long table in a private dining room. Important feature of the show: a humorous easel presentation dramatizing the right answers to sales objections.

### How to Take Languor And Lethargy Out of A Sales Meeting

Morning Milk Co., determined not to hold a sales conclave that would talk itself into a stupor, enlivened theirs with radio, television, dramatized presentations, and a variety of other ideas embodying "good theater."



BY W. H. CROCKETT

Sales Manager, Morning Milk Co. Salt Lake City

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FTER many years of casting envious eyes on the showman-ship which has been so highly developed in large sales meetings by national organizations, and realizing the "ho hum" effects of our own little meetings, we decided to do something to stimulate our group of 18 salesmen at future meetings.

Naturally, we first scoured the business publications and sales textbooks



Television Takes Over: Salesmen get pointers on their new sales manual from Sales Manager Crockett the easy way . . . via KDYL's television transmitter.

for ideas. But even though there are many more small companies than large ones, we could find nothing that would guide us. Apparently most smaller companies feel that showmanship is either impossible or unprofitable for their sales meetings.

Frankly, we borrowed many of our ideas from the big sales meetings, adapting them to our own small group. We certainly don't feel that we have developed a model program—in fact, we hope to improve upon it each year. However, if there is an idea or two which other small companies could profitably use, we're happy to pass them along for what they're worth.

We introduced a few elements of showmanship in our 1944 meeting, using motion pictures and easel presentations. This proved to be so affective and enthusiastically received by our salesmen that we went all out in our two-day meeting held in May of this year.

The Morning Milk Co. produces two highly competitive products: Morning Milk, an evaporated milk of fine flavor which has no vitamin fortification, and is advertised to the general public; and Special Morning Milk, a vitamin A and D fortified evaporated milk which is promoted solely through the medical profession. Distribution is confined to the 10 western states, covered by 16 salesmen who call

upon both wholesalers and grocers as well as doctors. Our plants are located at Wellsville, Utah; Stockton, Calif., and Sunnyside, Wash.

In planning the sales meeting, we enjoyed the close cooperation of our advertising agency (R. T. Harris Advertising Agency, Inc., Salt Lake City) which has always worked hand-inglove with us on sales as well as advertising problems.

Because our sales activity in the past three years has been largely confined to the allotment of our products to the trade (Most of the evaporated milk production has been going to Government export.), and because war developments point to an early resumption of normal and competitive business, we decided to refresh our salesmen in the fundamentals of selling Morning Milk. Consequently, we adopted "Let's Get Back to Fundamentals" as the theme of our meeting. Teaser bulletins were mailed to all salesmen three weeks prior to the meeting.

Using a private dining room in the Hotel Utah in Salt Lake City, with a long table surrounded by comfortable chairs, we got off to a good start by announcing that one of the radio stations would bring us the war news before our meeting got under way. Utilizing a concealed turn-table we played a 5-minute transcription of the



### Westchester gave the nation a "Taylor-Made" welfare pattern

Years ago, through the vision of a young woman, Westchester County established "Mother's Allowance and Aid to Dependent Children". This law enables a poverty stricken mother to keep her children with her in their own home. It became a part of the law of New York State and later part of the national Social Security program.

Through this woman's effort Westchester was the first to help the aged with pensions or private living quarters; the first to establish a modern public hospital which meets the highest standards of medical care; one of the first to have a Children's Court.

In fact, any mention of progressive social welfare legislation is usually linked with the name of this outstanding woman, Miss Ruth Taylor, Westchester's Commissioner of Public Welfare. Ruth Taylor, we salute you.

### Here are a few advertisers who have cashed in on Westchester:

Oakite
Wilson Products
Libby Baby Foods
Post's Raisin Bran
Hostess Cup Cakes
White House Coffee
Mott's Cider
Heinz Sauce
Plaue Kitchen Magic
Sheffield Farms



### "THE SILVER PLATTER MARKET OF AMERICA"

Represented Nationally by the KELLY-SMITH COMPANY New York



A MONTAGE OF ADVERTISING provides the nucleus for a round-table open forum on the Morning Milk Company's advertising program.

war news as of the date of our meeting the year before (1944). This dramatized the rapidity of world events, and the likelihood of peace and competitive selling before our next sales meeting in 1946.

Fortunately the Mayor of Salt Lake City, Earl J. Glade, has long been identified with the radio industry in this area, and was intimately acquainted with the origin and development of our company. His welcome to our salesmen traced the history of the company and outlined the course of its future.

In our meeting of the previous year we had prepared an easel presentation of the company and its advertising. We had so many occasions to use it afterwards, in grocery group meetings, that we had it photographed in color on 35-mm. slides and added an electrical transcription of the narration. In this dress-up form we again used this presentation and demonstrated how it was to be used by the salesmen in group meetings.

A number of the salesmen were requested months in advance to participate in the program. Their talks were carefully edited prior to the meeting, and where possible our agency's art department provided illustrations for the talks.

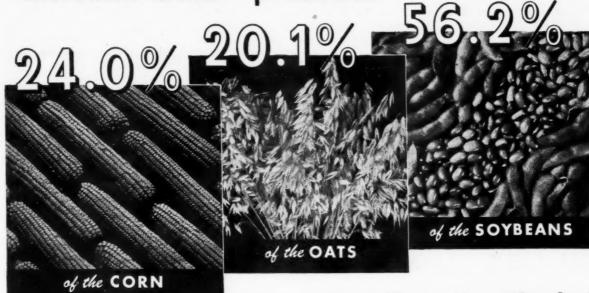
During the first day's luncheon meeting the KSL Radio Players presented a lively skit with the scene set in a doctor's office, where the doctor's secretary introduced one-by-one the various types of salesmen with whom she had to contend. This skit was

largely humorous, but ended up with the right way of approaching the secretary and the doctor.

Because we have always felt that a well rounded knowledge of company problems was important to the salesmen, we showed a sound color motion picture produced by one of the diary supply houses, highlighting the importance of cleanliness on the farm and the various sanitation measures taken by our Farm Service Department. This picture was followed by a discussion of new production methods by one of our plant managers.

Believing that a salesman should not only know everything there is to know about Special Morning Milk, but also have a sound working knowledge of infant nutrition, we have always emphasized this field and included a discussion of nutrition developments from the pediatric standpoint.

We spent some time viewing sales motion pictures and selected one titled 'Autopsy of a Lost Sale," and followed this up with a discussion of meeting sales objections. Our agency handled this with an easel presentation, answering all objections likely to come up, but putting particular emphasis on those objections most difficult to handle, of which the salesmen themselves had previously told us (through a mail questionnaire sent out long before the meeting). Taking a cue from the big meetings, we had 6- by 9-foot banners unrolled from the top of the walls by pulling strings at the proper moments. In big 4-foot red and blue letters we emphasized cardinal points With only 4% of the nation's area, "LINCOLN LAND" produces



# Crops Contribute One-Third of the "Lincoln Land" Farmer's 2½ <u>Billion</u> Dollar Income

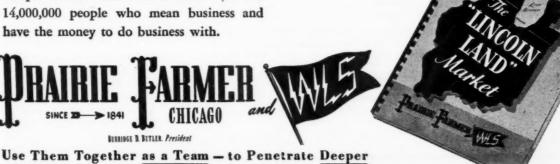
Farming, in "Lincoln Land," is Big Business. Measured in terms of income, it's worth 2½ billion dollars annually—and 860 million dollars of that income comes from crops alone!

Farmers of "Lincoln Land" grow one-fourth of the nation's corn crop—some 750 million bushels! They grow more than half the country's soybeans—104 million bushels! Consider, too, the 271 million bushels of oats . . . the 121/4 million tons of hay. Even small crops, celery, berries and such, have a yearly value of more than 75 million dollars, add their share to "Lincoln Land's" vast annual wealth.

These astounding figures tell the story only of farming in "Lincoln Land," which is one-third rural, two-thirds urban! In its cities and towns, workers are taking home pay envelopes fatter than ever before. Here are 14,000,000 people who mean business and have the money to do business with.

One effective way to get your selling message across to these 14,000,000 people is to use the advertising media which for so long have served them: Prairie Farmer, for 104 years, and radio station WLS, now in its 22nd year. Use them together . . . as a team . . . to penetrate deeper!

70 Help Sales and advertising planners, Prairie Farmer-WLS has compiled a 96-page book of facts on the "Lincoln Land" market—county-by-county statistics on each index of wealth and production. If you do not have it, write for it on your company letterhead. Prairie Farmer-WLS, 1230 Washington Boulevard, Chicago 7, Illinois.



in 'answering sales objections. These were left on the walls throughout the meeting.

An informal open house at my home preceded a dinner at our country club, where we were able to talk with salesmen and learn of their individual problems, under relaxed conditions.

The second day's program began with an 8:00 A.M. breakfast, and the entire day was given over mainly to advertising and selling. Representatives of the leading local newspaper and radio station gave illustrated talks on

the value of each medium, following which our agency, through an easel presentation, explained how the agency functions in helping the sales department. A round-table discussion of advertising was conducted by our agency, with the help of advertising displays erected about the room. Those salesmen who did not participate were asked for their views and soon all salesmen were actively engaged in the discussion of the advertising, with many good ideas emerging.

The trend of the grocery retail industry was then discussed by the manager of a leading wholesale grocery. (We had heard from an independent super market operator the previous year.)

During the noon luncheon our company president outlined broad company policies and plans for the future, following which our legal department explained the profit-sharing plan and trust established by the company for

all employes.

The final burst of showmanship took the form of a visit to the KDYI. Playhouse, where television was demonstrated to the salesmen. Not one had seen television before. The problem of presenting the new sales manual, which we knew would be the driest part of the entire meeting, was solved in a novel way: I stood before the television transmitter to go over the manual for the salesmen who were in another part of the building, with copies of the manual in their laps.

#### **Televised Commercial**

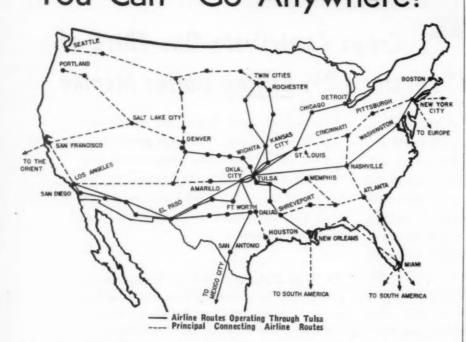
The formal session was concluded with the showing of a 4-minute television commercial which our agency has produced on 16-mm. sound film for use during demonstration of television to the public when it is first broadcast in Utah. This movie depicted the 1-2-3 test for color, texture and flavor of evaporated milk which has always been our main feature in advertising.

The actual cost of the two-day program itself was under \$50, excluding travel, hotel and food expenses.

In our previous year's meeting we used two ideas which went over nicely. Recognizing the importance of teamwork and fundamentals, we called upon Ike Armstrong, coach of the Rocky Mountain conference championship football team to dramatize these points as they parallel selling and foot-ball playing. Motion pictures (many in slow motion) of his own team in action showed how teamwork and knowledge of fundamentals resulted in a winning play, or to us a successful sale. Naturally, this feature made a big hit with our salesmen. Incidentally, Coach Armstrong's ready wit and effective delivery scored a tremendous hit. The other idea consisted of a two-hour seminar course in product display at various grocery stores.

The enthusiasm generated in the salesmen was ample evidence that our efforts had been rewarded. Some of our men claimed that they had never participated in a sales meeting that gave them so much usable ammunition in such a palatable form. We were pleased with the success of this meeting, and are already making concrete plans for an even better one in 1946.

# From TULSA By Air—You Can "Go Anywhere!"



## Airway, Railway, Highway Center of Southwest

Through American, Continental, Mid-Continent and Braniff lines, many of the nation's important airline cities are now served directly (by one carrier) from Tulsa.

Tulsa is also major freight and passenger center for Frisco, Santa Fe, Katy and Midland Valley railroads, 69 freight and express truck lines and 7 bus lines. Trackage property, factory sites, warehouses and storage facilities are available on 4 trunk line and 2 beltline industrial railroads.

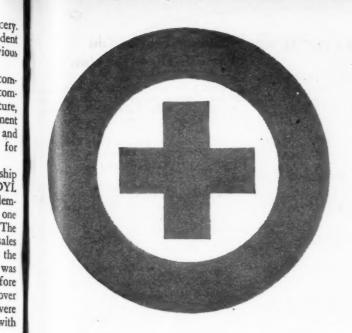
Manufacturers seeking distribution in the State of Oklahoma or the Southwest should see the new Tulsa Distribution Booklet before establishing branches or distributorships. Write for Your Copy TODAY.

Address: Russell S. Rhodes, General Manager

# TULSA CHAMBER OF COMMERCE

210 Tulsa Bldg.

Tulsa, Oklahoma



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# "For all Humanity"

THIS MOST APPROPRIATE OF TITLES is the name of the Red Cross program which has been broadcast regularly by KEX, Portland, Ore., for the past four

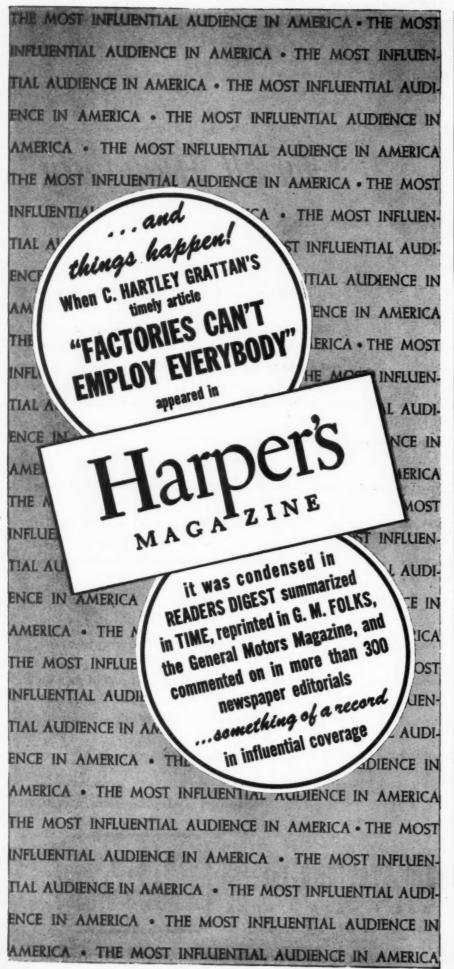
years. It is a live-talent show, and features the activities of the local Red Cross, one of the finest chapters in the United States.

No small part of the excellent record of the Portland Chapter.. in soliciting blood-donors, contributions, and the like.. may be attributed to these regular KEX broadcasts. It is a service, not only to the local community, but to the world.. one of which the station is justly proud.

KEX also takes a justifiable pride in the well-rounded roster of other programs, locally originated and network, with which it serves the radio-needs of the busy Portland area. Programs which reflect the American way of life.. which also help disseminate the products which make up the American way of life.

OREGON'S AMERICAN NETWORK STATION





## Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y. These reprints may be ordered by number.

113—"How to Hold a Press Conference
—A Primer for Management Men," by
James W. Irwin. (Price 5c)

112—"Six Sound Reasons Why You Should Use a Patterned Interview in Hiring Men," by Robert N. McMurry. (Price 5c)

111—"Salesmen's Expenses Now Running Over 30% Higher Than Pre-War Level." (Price 5c)

110—"A Four-Pronged Plan for Recruiting The Post-War Selling Force," by Harold D. Laidley. (Price 5c)

109—"Legal Angles to Watch in Your Contracts with Sales Agents," by Leo T. Parker. (Price 5c)

108—"How to Keep Out of Hot Water in Writing Salesmen's Contracts," by Leo T. Parker. (Price 5c)

107—"The Job of the Sales Department." (A chart) (Price 5c)

106-"The Job of the Advertising Department." (A chart) (Price 5c)

105—"Nineteen Questions About Aptitude Testing." (Price 3c)

103—"A Time-Saver List of Sources for Maps for Sales Executives." (Price 10c)

100—"Five Practical Plans for Training Retail Salespeople," a reprint of five articles by James C. Cumming which have appeared recently in SALES MANAGEMENT. (Price 10c)

96—"New Market Measurements of the Western States," by Warwick S. Carpenter, Pacific Coast Manager, Sales Management, Inc. (An interpretive analysis with postwar projection.) (Price 20c)

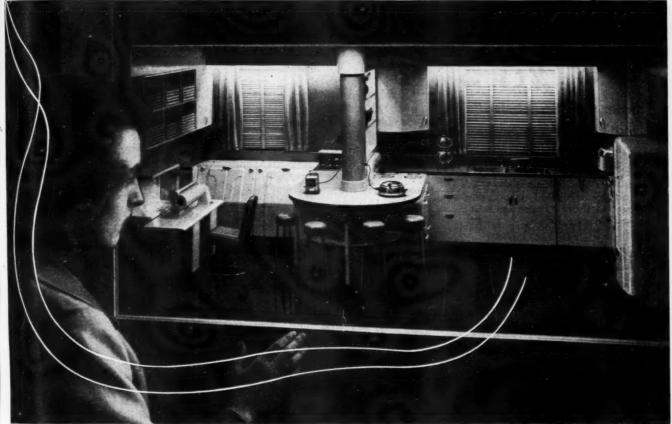
95—"GI Joe Asks: 'Shall I Seek a Career in Selling After the War?' by Burton Bigelow, Burton Bigelow Organization, New York City. (Price 5c)

# SALESEXECUTIVE

Well known manufacturer of package products in household field has an opening for top sales executive. Must be alert, aggressive and a forceful administrator, who can go out into the field and inspire and develop a strong sales organization. Backed by large national advertising campaign. Write fully, giving detailed information regarding past experience, income and personal history. Address Aubrey, Moore & Wallace, Inc., Advertising, 230 North Michigan Avenue, Chicago 1, Illinois.

IS THIS YOUR DREAM, MRS. SCOTT?





Mrs. Scott, like thousands of wives, is dreaming of the day when she can actually have a modern electrical Kitchen-Laundry combination.

In scaled models like this, Mrs. Scott can see every detail . . . fine Gardner craftsmanship portrays the efficient, comfortable characteristics, planned for her by the manufacturer for better living. Her dream, packaged by Gardner, in miniature reality.

Every small metal, electrical or decora-

tive part has been made in miniature . . . properly illuminated and in an attractive setting. Display Models like this can be a convincing part of your Sales Demonstrations.

For the nation's most complete Display and Exhibit service, call

# Gardner Displays

designers & builders

477 MELWOOD STREET, PITTSBURGH 13, PA.
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order the "Specialty" that's cooked to order for you!

There's a Haire Specialized Business Paper that's just your dish. Each covers its market exclusively — completely. Choose the Haire Publication that's "cooked" to order for you.





# **Coming Your Way**

Floquil Salvage Kraft solves the problem of obliterating the marked surfaces of used containers and crates. One application of the fluid creates a perfectly prepared surface for new markings. One coat does the work and it can be applied with a convenient Floquil Felt Roller or regular paint brush or spray gun. It dries in 90 seconds and it is claimed that one gallon will cover 1,500 square feet. It is a product of Floquil Products, Inc.

complete 500 kilowatt unit, that can be assembled in 341/2 hours has been announced by Worthington Pump and Machinery Corp. Worthington is now shipping a quantity of 500, 1,000 and 2,000 kilowatt units for use in devastated cities and towns in Russia. Packed in 15 crates of sizes conforming with Berne International shipping regulations, the nine component parts can be put into operation at its destination in less than a day and half. Diagrams and instructions accompany each shipment, enabling a small crew to set up and connect the various subassemblies and to start and maintain steady output. One unit contains everything for immediate operation, and it is easily adaptable to a wide range of climatic conditions, and variations of fuel and water supply. This prefabricated packaged electric power plant was designed by the Peter F. Loftus firm of consulting engineers, Pittsburgh.

.... shrink-proof wool socks that will now fit the wearer for the life of the socks are the result of a new process developed by Tootal Broadhust Lee Co., Ltd. Not only does the treatment reduce shrinkage, but it also prevents the matting together of yarns, one of the major faults of knit wool garments after several washings. It is said that the process can be used on all forms of wool, mixtures of wool with cotton, linen or viscose rayon and can even be applied to wools containing elastic without damage to the rubber. The process can be applied at any time during the manufacture of the garment from just the yarn to the finished article.

manufactured by Steel City Testing Laboratory, makes practical the taking of a hardness test right where the material is—in the shop, in the yard, on a truck or car-anywhere it may be, instead of taking a specimen to a testing machine. While the usual method of checking for hardness is by means of costly testing machinery, using especially prepared test pieces, in many instances it isn't at all necessary to obtain a scientifically accurate test of the material, but it is sufficient to know the hardness in regard to workability. With this self-acting hardness testing hammer, it can be done quickly, employing any unskilled labor. Repeated tests can be made without adjusting the hammer. If material of a certain degree of hardness is to be selected, it is only necessary to see whether the diameter of the impression made corresponds to the desired degree of hardness. If the impression is smaller or larger, the specimen is either too hard or too soft, which can be checked with the microscope and chart supplied.



With this portable hardness-testing hammer a hardness test can be made wherever the material may be. Repeated tests can be made without any readjusting.



A few days after Germany invaded Belgium and Holland and 19 months before Pearl Harbor—subscribers to The United States News read—

\*Real danger of U. S. involvement is in another quarter; is fully appreciated here; is the basis of most watchful attention. Vital interests are involved in the Philippines, vital supply lines in Dutch East Indies and British Malay States. Unlikely is an American involvement in Europe until U. S. interests in the Pacific are assured of safety. Move by Japan toward the Philippines or toward British and Dutch possessions would bring quick action here, surely economic, maybe naval.\*

"... The United States News is one weekly which I have read regularly for several years. This is the quickest way I have found to keep myself completely and acurately informed on the more important developments, especially those that may have a far reaching effect upon civilian business."

T. C. Carter, Vice Pres. INSULATION DIVISION THE EAGLE-PICHER SALES CO.

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ersts ng. Only in The United States News do top management men find the broad trends which affect business, fully reported, spot-analyzed and forecast week after week—accurately and with machine gun brevity . . .

The circulation growth—7,000 to 200,000—came from people who must keep accurately informed on the news behind the news . . . 80% read it home . . . 90% read it cover-to-cover.



(200,000 Guarantee)
The Direct Rouse to those who O. K. both corporate and family buying

Daniel W. Ashley, Vice President in charge of Advertising 30 Rockefeller Plaza New York 20, N. Y.

# The only publication of its kind



Custom-Built Distribution System Rides Out War on Service Sales

American Floor Surfacing Machine Co. has no general sales manager, no salesmen operating from home base. It "raised" most of its 30 distributors and put them in business. All have dodged red ink during the war, even though there were no machines to sell.

ISTRIBUTORS for American Floor Surfacing Machine Company's sanding machines, even with no new machines to sell, have not only stayed in business during the war, but have made money. What takes this story off the beaten path is the fact that the company has no officer with the title "sales manager," and no sales organization operating out of the home office.

American Floor's unusual type of organization set-up developed somewhat as an accident. The firm manufactures floor finishing machines and distributes sandpaper, abrasives and other floor finishing materials for the surfacing of new floors and resurfacing of old floors. Sales outlets consist of 30 distributors in principal cities, who carry complete stocks of replacement parts and maintain efficient service

departments.

Sales of machines and accessories are made to two main types of outlets: to contractors and the building trades for their own use, and to hardware and paint stores and lumber yards who rent the machines to home owners preferring to do their own work.

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The company had been building floor sanding machines and selling them by mail for about 20 years when, due to expansion, it was found that parts and service should be made more readily available to owners throughout

the country.

With this thought in mind, an employe of the home office in Toledo in the early 20's was sent to Chicago to try to find a way to set up a distributorship to take care of sales and service in that territory. A week later he returned with a complete set-up; he, himself, would set up his own distributorship in Chicago and a protected Chicago territory. Terms and discounts were quickly arranged and thus a Chicago distributorship was established. This same distributorship has been in continuous successful operation ever since.

It was only a short time—when the Chicago operation had quickly proved to be successful—that others in the home office began to develop ideas of their own, following the Chicago pattern.

Bill Graham of the home office set up a distributorship of his own in Boston. George Grogan left the Toledo headquarters to become a dis-

CLOSE COOPERATION between American Floor Surfacing Machine Company's home office and its 30 distributors is the basis of a unique and efficient distributing organization.

THE COMPANY'S ADVERTISING in business papers in the building and hardware fields elicits inquiries which are answered from the home office and referred to distributors for handling. The ad above is promoting a rental plan for floor sanders. Hundreds of stores have adopted the plan, which provides window banners, mats and electros, and floor and counter display ideas like the one in the photo above.

EACH OF THE 30 DISTRIBUTORS carries complete stocks of replacement parts and maintains service departments like the one at the right.



Pork...on a production line!

Carried Wall

d

Time-scheduled, sows produce two litters per year. Time-studied, the transition of piglet to 225 lb. porker has been eased with factory procedures.

Farmers bring farrowing lots closer to the house, shorten chore routes, drop dead-end trips. Portable tank wagons and pipe lines cut watering hours. Strategic storage, proper equipment, cribs on wheels and portable feed houses cut preparation and handling of the 60 tons of feed needed for 100 hogs. Overhead bins avoid lifting, shoveling. Better methods bank minutes.

Higher efficiency fattens hogs faster, salvages average loss of one per litter. Man hours per head, cut from 7 to 1.7, saving seven work weeks per year per hundred hogs! And 25 steps a day saved is 5 miles per year.

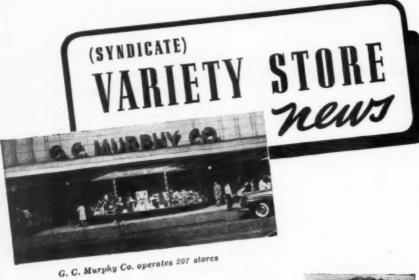
"Chore Clinics for Hog Raisers"...in the
September Successful Farming will be a revelation
to the non-farmer of the revolutionized industry
of farming, stresses the vast market for labor
saving machinery, opportunities for inventors,
manufacturers, salesmen...may change your
ideas about the farm market and its future!



Electric fence is hired man! With Martin Knickle's helper in service he uses an electric fence as a helper to fence temporary pastures and keeps cows content to stay home.

Phooey on 99.9% Pure!... Because only 0.1% of Canada thistle in 99.9% pure forage seeds can grow 2,400 weeds per acre, smart farmer George Nelson gets the Nebraska State seed analyst to do his stuff, saves labor and increases crop with the real McCoy!

Peace—Boom or Bust... Successful Homemaking... and a dozen articles of significance make the September issue of SF required reading for advertising men concerned with new customers to absorb new production capacities, and new opportunities for volume sales... suggest new exploration of the best farm market found in the more than a million SF subscribers segregated in the thirteen Heart states, New York and Pennsylvania—business farmers with the largest investments, yields, cash incomes, profits, savings and the highest standards of farm living. Ask the nearest SF office... Successful Farming, Des Moines, New York, Chicago, Atlanta, San Francisco, Los Angeles.



#### Helen Can Jinx You!

Yes sir, don't sell the "Helens" short in the variety store business. This is Helen Phenix, key merchandise-ordering girl in a G. C. Murphy Co. store in Washington, D. C.





#### Syndicate Stores Sell Millions in School Supplies

During late August and September (and all year 'round too) the variety stores move fabulous quantities of stationery supplies. This display from a W. T. Grant store (491 stores).



A. M. FIELDS, new McCrory Stores buyer of toilet goods, succeeding Jerry Condon, retired. McCrory ran up sales of \$71,324,-471 in '44 in their 202 stores.



Headquarters for Variety Store Marketing Data

Merchandiser

Largest Audited Circulation in the Variety Field

79 MADISON AVENUE, NEW YORK 16, N.Y.

tributor in Atlanta. Eddie Corr went to Buffalo. Karl Schultz set up shop in Hartford, Art Lutz in Cincinnati, Bob Pettingill in Washington, D. C.

Probably 85% of the total number of distributorships were created this way, by men employed previously either in the home office or the shop. It became a basic company policy to use distributorship opportunities as a means for advancement for worthy employes, and the company gave every assistance to these men as they started out for themselves.

Other distributors were found among the personnel of older distributors' sales forces. The company, in these cases, looked for integrity, personality and mechanical ability more than sales ability. It was felt that these men could readily be taught the techniques for selling successfully to the contractor trade. In a few cases distributors were chosen from established outlets that were selling to the contractor market.

#### Training for Distributors

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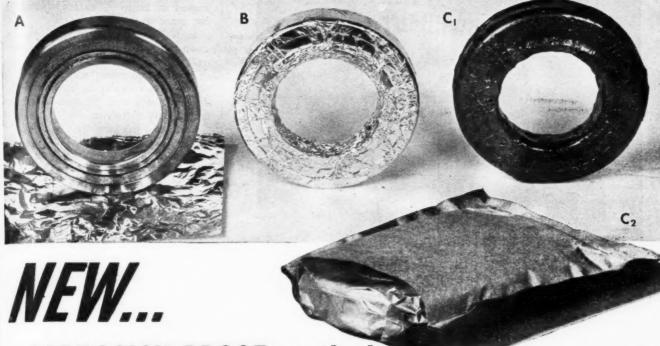
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Whenever a new distributor was appointed from outside-company sources, he was brought in to the home office for a period of intensive training. Training included actual work in the factory, in the service and repair department, and in each of the various departments in the office: credits, accounting sales, advertising, etc. Thus, between these specially trained men, and the much larger group that had had home office experience, the company equipped itself with a distributor organization that knew company policies intimately, understood operating methods, and was thoroughly competent in his field of operation.

At the outset, each territory is discussed in detail, and a thorough market analysis is made. A complete record of all floor sanding machine owners is turned over to the distributor in a card system set-up, showing owner's name, the number, kind and model of machine he owns, and any other information pertinent to the account. Lists of active and potential prospects are made up, many having been acquired as a result of inquiries from business paper advertising.

While the principal income from a distributorship is derived from sales and service of floor sanding machines, every distributor stocks allied lines such as paints, varnishes, waxes, sandpaper and other finishing materials. In any event, the lines are allied to the building industry.

In normal times each distributor has one or two salesmen. Essentially the same home office training course is given to each salesman as was offered



a CORROSION-PROOF method for wrapping metal parts with REYNOLDS ALUMINUM FOIL

THE NEW METHOD of wrapping bearings: After cleaning and preserving, bearing is placed upright on a single sheet of Reynolds Foil (Fig. A.) The bearing is then doughnut wrapped and the foil pressed firmly and smoothly to the bearing to take advantage of Cathodic Protection (Fig. B). Wrapped bearing is then: (1) plastic dipped (Fig. C1). OR (2) placed in approved Reynolds bag and heat sealed. (Fig. C2).

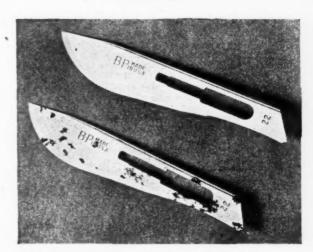
ALUMINUM FOIL, specially processed by Reynolds, offers three distinct advantages in packaging Metal Parts:

- 1. Acts as a positive barrier against moisture vapor transmission.
- 2. Develops a counter electro-motive force and provides cathodic protection against contact corrosion.
- 3. Gives extra economies in material and man hours.

It all came out some months ago, when the Army Medical Corps, in co-operation with Reynolds, completed tests in wrapping surgical instruments in Aluminum Foil. The results were so successful that the Medical Corps specified Aluminum Foil for this new method of packaging, which combines a moisture-barrier with "Cathodic Protection." (See photo of test shown on this page).

Now, experiments with other branches of the Service, and with prominent manufacturers, have revealed some revolutionary developments in parts packaging. This new method has countless applications in all branches of the Services and after the war will be important in packaging of many civilian products.

If you would like to have a reprint of a recent authoritative article on Cathodic Protection, as well as complete data on the new uses of Aluminum Foil in packaging metal parts, write Reynolds Metals Company, Richmond 19, Virginia.



SURGICAL BLADES used in Army Medical Corps experiment. Blade above wrapped in foil—below in neutral paper. These are the results after 11 days at 122° F., 95% relative humidity. In both cases, blade was cleaned and preserved before wrapping.



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is red REYNOLDS METALS COMPANY



## ... and the fishing is fine for these 64 Local Advertisers who use WHB

In this list of WHB advertisers you'll find most of Kansas City's biggest, smartest merchants. When you decide to use WHB, you're backing your good judgment with theirs.

Department Stores

Emery Bird Thayer Co. Gorman's, Inc. John Taylor's (Grill) Jones Store Co. Montgomery Ward Peck's Dept. Store Sears, Roebuck & Co.

Ments and Groceries

A & P Tea Co. Bacher-Cunningham Rose Kepo Food Shop

Millinery

Edward's Hat Shop Fashion Lane Hat Shop Halper's Exclusive Millinery Hattie's Hat Shop

Automotive

Allen Bros. Allied Motors, Inc. Geo. H. Welsh Motors

Jewelry

Goldman's Jewelry Co. Helzberg's Diamond Shop Mace's, Inc.

Drugs

Katz Drug Co.

Furs Alaskan Fur Co. Gerhardt, The Furrier Lou Hoffman Fur Co. Meltzer Fur Co.

Miscellaneous

Camera Shop Dermetics Salon Insul-Wool Insulation Co. Swyden Rug & Drapery Co.

Shoes

Eileen Shoe Stores Fitch Shoe Co. Katz Shoe Stores Richardson Shoe Co. Royal College Shop

Restaurants

Allen's Forum Cafeteria Plaza Bowl Restau Z-Lan Restaurant taurant Ladies' and Men's Ready-To-Wear

Adler's Adler's
Berkson's
Farrar's Corset Shop
Farrar's Corset Shop
Foreman & Clark
Frances Welsh Shop
Jack Henry, Inc.
Jay's—On The Plaza
Mindlin's, Inc.
Missourt Dept. Stores, Inc.
Palace Clothing Co.
Paul's Style Shop
Rothschild's & Sons
"Stores Without A Name"
Woolf Bros.

Furniture

Alexander's, Inc.
Davidson's Furniture Co.
Duff & Repp Furniture Co.
Mehornay Furniture Co.
Wilco Furniture Co.
Wyandotte Furniture Co.

Dry Goods

Leiter's Dry Goods Lloyd's Silk & Fabric Shop

Girls and Tots

E. M. Harris Linen Shop Plaza Girls Shop Stork's Nest

## For WHB Availabilities, 'phone DON DAVIS at any "Spot Sales" office



Fall schedules are still "fluid"... and we've room for more advertisers who'd like to use programs or spots in the booming Kansas City market. You'll like doing business with WHB—the station with "agency point-of-view"... where every advertiser is a client who must get his money's worth in results. Swing along with the happy medium in the Kansas City area!

Kansas City. Scarritt Building. MArrisen 1161

New York City. 400 Madison Avenue Elderado 5-5040

Chicago. 360 North Michigan FRanklin 8520

Hollywood Blod at Come. Mollywood 8318

San Francisco. 5 Third Street. Exbrook 3558

KEY STATION for the KANSAS STATE NETWORK

to the distributor himself when he started in business, except that it is not quite so extensive.

Each American distributor operates as an individual business under a contract guaranteeing him exclusive sales of certain equipment in specified territories. As a dealer he operates on a discount basis and, in normal times, handles all deliveries, etc.

Because it has proved to be mutually advantageous, the home office and the individual distributors cooperate on a sales control plan that operates through headquarters. Reports on calls on machine owners are sent to Toledo where they become part of the permanent record.

#### Handling Inquiries

All inquiries are referred to the distributors in their respective territories and, at the same time, such prospects are followed up with a series of mailings. The distributor, after calling on the prospect, reports back to the home office and suggests whether mailings be continued or eliminated.

American Floor Surfacing Machine Company's advertising is placed in a long list of business papers, among them Hardware Retailer, American Lumberman, American Builder and Building Age, and Practical Builder.

Some promote rental exclusively. While new machines have not been obtainable during the war, the sale of service, parts and accessories has enabled all distributors to continue to

operate at a profit. "With a distributing organization of this type," says W. B. Crew, general manager of the company, "it has never been necessary for us to set up a 'sales organization' as such. We have no officer with the title 'sales manager.' All business is handled direct between the distributors and my own office. All sales, stock and credit information clears through my desk, and is allocated to the various other departments.





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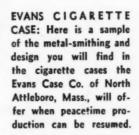
nas ip ve r.'en ill on oNOVEL SPOT REMOVER: This dry cleaning fluid is said to remove not only grease spots, but also tar and chewing gum. The convenient brush applicator is fastened to the top of the container and has a vacutop which prevents spillage when upset. A metal sleeve keeps brush dust-proof. Five-ounce bottle sells at 25c. This is a product of Safeway Chemical Co., Cleveland.

BACK TO SCHOOL MANICURE SET: Associated Products, Inc., New York City is offering this attractive Chen Yu gift package of manicure essentials. It includes lacquer, Chen Yu chip chek, base coat and fast dry, plus a full-size matching lipstick. This Pagoda package is finished in mahogany and has been designed to appeal to college girls and teen-agers.



LARGE OVEN CAPACITY: Edison General Electric Appliance Co., Inc., planned this Hotpoint de luxe electric range which features oven capacity to cook an entire meal. The oven is controlled by electricity for automatic cooking. The thrift cooker, sunken in the range surface performs the same function for a complete boiled meal.

# DESIGNING TO SELL



PORTABLE WATER COOLER: This small, easily transportable water cooler, adaptable for use in offices, homes, hospitals, hotels and clubs, is a product of the Norge division of Borg-Warner Corp., Detroit. It has a capacity of 1½ gallons which can be cooled in one hour. The cooler is approximately 22 inches wide, 13 high. It has an attached cup dispenser on the front of cabinet.

11 0 5 6 6



Our Miss Ideal knows that pretty is as pretty does—a deft job with cosmetics. That's proved by the fact that she buys tons of the lipsticks, rouges, mascaras, etc., advertised in *Movie Life, Movie Stars Parade, Movies* and *Personal Romances*. She knows that bodily daintiness is the first essential of charm. That's proved by her lavish investment in the deodorants and antiperspirants we advertise. It also proves she is definitely in the market for the best in bath and toilet soaps.



Boost your soap sales by advertising in *Ideal* 

W. M. Cotton's School Women's Group. Movie Life • Movie Stars Parale • Movies • Personal Romances NEW YORK: IDEAL PUBLISHING CORP., 295 Madison Avenue, New York 17, N. Y.. MU 3-8191 • CHICAGO: IDEAL PUBLISHING CORP., 360 N. Michigan Avenue, Chicago 1, Illinois, State 5582 • LOS ANGELES: DON HARWAY & CO., 816 West 5th Street, Los Angeles 13, California, Mutual 8512 HOLLYWOOD: IDEAL PUBLISHING CORP., 8278 Sunset Boulevard, Hollywood 46, California, Hillside 7364

SI

# "Careful readership is evident from the high type of inquiries received,"

President of the L. J. Mueller Furnace Co., manufacturers of heating and air conditioning equipment for over 88 years.

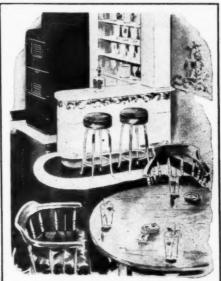


"As manufacturers of a line of furnaces, gas boilers, and air conditioning equipment, we recognize the desirability of concentrated coverage of groups with superior buying power," says Mr. Mueller.

"While we are, of course, in no position to supply the demand for our units at this time, we feel it is good business to cultivate the select market reached by The Rotarian for the competitive era that lies ahead.

"We key all of our advertisements. The careful readership which is accorded The Rotarian is evident from the high type of inquiries which we have received, asking for further information about our products."

Here again an advertiser has found ample proof of the high readership of The Rotarian. This, plus the unquestioned buying power of some 200,000 executives who comprise its subscribers, is the reason why The Rotarian is producing such satisfactory results for many nationally known advertisers. If you'd like to know more about this important executive audience and how it is reached most effectively and economically by The Rotarian, just drop us a line. There's no obligation.



#### The Mueller Climatrol System assures you of True Indoor Comfort

- up to the standards of today and tomorrow

— up 10 the standards of today and tomorrow

Up to the standards of today — because Mueller has long been a
leader in the improvement of warm air heating toward the goal of
true indoor comfort. Up to the standards of tomorrow — because
the Climatrol System is basically designed to handle and condition
air, and every one of the six "Comfort Factors" is dependent upon
conditioning of air. Therefore, as engineering makes further advances, features can be added to provide additional "Comfort Factors,"
... Mueller's 88 years of progress is your assurance of satisfaction.
There are Mueller furnaces and winter air conditioners especially
designed for the fuel of your choice — gas, oil, or coal — for old or
new homes of every size, type, and price range.

Mail the conbon for free book.

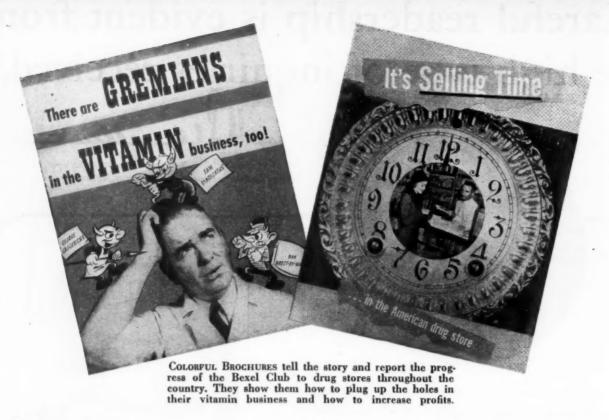
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Reproduction of a 2-column advertisement from The Rotarian prepared and placed by Hoffman and York, Milwaukee, Wis., advertising agency for Mueller Furnace Company for five years.



35 East Wacker Drive, Dept. 14, Chicago 1, Ill.



# McKesson Expands "Bexel Club" Plan To Push Drug Store Vitamin Sales

This well rounded promotion plan provides exciting incentives for retail drug salespeople . . . a complete merchandising plan for the store manager . . . an advertising mat and radio advertising service . . . and a free, condensed salesmanship course for club participants.

N outstanding achievement in the drug trade which is helping druggists to keep the vitamin business in the drug store and to sell at a profit is McKesson & Robbins' Bexel Salesmanship

Many outlets have been gunning for the vitamin business-particularly grocery stores, department stores, syndicate stores, newsstands, and direct mail. But McKesson believes that the vitamin business belongs to the drug store and through its Bexel Club it is offering a complete sales plan to (1) give druggists new profits; (2) have their salesmen earn extra money; (3) show them how to sell intelligently the Vitamin-B Complex which is the vitamin that-according to several authorities-is most lacking in average diets. (85 out of every 100 need it, states the National Nutritional Conference.)

McKessons' Bexel Club sales plan goes back to 1943 when McKesson



To Sell the Bexel Club Plan McKesson has an easel-type presentation. It is packed with figures and facts on how the club is increasing vitamin sales, and gives descriptions and pictures of displays and sales aids available to members.

merchandisers (McKesson salesmen are known as merchandisers) shopped drug stores throughout the country and saw first-hand what was happening to the vitamin business in the average drug store. They found that selling vitamins was a hit-or-miss proposition. Drug store salesmen and owners were in a state of confusion most of the time-and the customers were even more so. The market had been flooded with so many different kinds of vitamins and no one seemed to have much specific knowledge about them. It was plain to McKesson merchandisers that drug stores were losing vitamin sales and that they had to be taught how to sell vitamins.

It was that survey which prompted the inauguration of the Bexel Club. The Club has been such a big success ever since that McKesson is now continuing it on a much broader scale.

On entering the McKesson Bexel Club, the drug store salesman receives a membership certificate; a membership insigne, "85 out of 100," which starts selling conversation; a salesmanship course written by a nationally known authority on vitamins.

Membership in the Bexel Club entitles the drug store salesman or owner to work for a Master Salesmanship Award. Members reaching 1,000



Mrs. F. C. is one of the million and a half women shoppers of Safeway and Fisher Bros. grocery chains who read The Family Circle Magazine every week.

She depends on The Family Circle for recipe and menu suggestions. She likes the household hints and stories that The Family Circle gives her. And she's an avid reader of advertising in The Family Circle!\*

You can get a good profile of Mrs. F. C. in the research study recently made by Stewart, Brown & Associates. Part I, just released, includes new data on income and age distribution... an analysis of her editorial interests. Send for a free copy.

\*For example, the average readership of 23 two-thirds page, 2-color advertisements as reported in Daniel Starch & Staff's *Consumer Magazine Report*, Jan.-Dec. 1944: Noted, 70%; seen-associated, 65%; thorough readership, 11%.



The Family Circle

REACHES OVER Zmillion WOMEN CUSTOMERS YOU CAN'T AFFORD TO OVERLOOK

6 No. Michigan Avenue • Chicago 2 400 Madison Avenue • New York 17 Russ Building San Francisco 4 points in the sale of Bexel receive a Master Salesmanship Award — and every Master Salesman receives a \$25 War Bond. To attain the 1,000 points, every sale of Bexel 40's counts as 1 point, every sale of 100's counts as 2 points, and every sale of 250's counts as 4 points. Sales of 1,000 points have to be made within one year of the time a clerk enters the Club. However, he or she does not have to wait a year to get the \$25 War Bond. As soon as he has sold 1,000 units he is entitled to the Bond. And he can earn as many War Bonds as he likes, depending solely on the amount of Bexel sold.

McKesson requests that all sales be recorded daily. For this record the company furnishes a "Bexel Club

Diary."

During certain specified "drive" periods, Club members are also entitled to cash PM benefits.

The Club membership insigne, "85 out of every 100," is worn by members of the Club. "When you wear this insigne," McKesson tells drug store clerks, "your customer will ask you, "What is this about?' And you will say, '85 out of every 100 people don't get enough Vitamin B in their diets.' This leads naturally and im-

mediately into a talk about Bexel."

The salesmanship course, "How to Sell Bexel Vitamin-B Complex," offered to all Club members is clearly written, giving the salesmen not only material for conversation—but facts, real help in the right way to sell B Complex Vitamins. It tells the salesman what he should and should not tell his customers. It discusses capsules versus tablets, gives selling sentences, tells about units, etc.

#### Utilization of Sales Aids

Dovetailing with the Club sales plan, McKesson suggests to the public over major radio stations and in its national advertising that vitamins should be purchased from local druggists, that they are the best equipped to cooperate with physicians. To tie in with this advertising, druggists received when the Bexel Club first started a full-color window display which advises the public not to be confused about vitamins-to "buy vitamins from your drug store." Since then a new set of promotional pieces is sent out to members of the Club every six months. These sales tools include window display cards, silent counter salesmen, mass display cards, etc. The Bexel Club plan also offers

free mat service for the druggist to advertise Bexel locally.

Since the inauguration of the Club, McKesson has published four large brochures. The first one announced the plan of the Club and described it in detail. The second one was issued as a confidential "Report on What Is Happening to Your Vitamin Business." This presented authentic, practical, down-to-earth facts—gathered with the help of a leading research organization—on the vitamin department of the drug store. These facts were culled from actual drug store sales checks and they show druggists how to plug up the holes in their vitamin business and how to make more profit from vitamin sales. It includes four reports with charts:

Report No. 1, titled "What Is Happening Inside Your Vitamin Department," is a chart showing the progress of the vitamin business as done through the drug stores.

Report No. 2 answers the question, "What is happening to the B Complex business?" This graph shows the history of the B Complex business.

Report No. 3 indicates how B consciousness is growing. It points to the fact that leading authorities say that "B Complex is the vitamin that most

# FIRST IN AMERICA



DAILY

SUNDAY

112,000 120,000

No newspaper in America, morning or evening, published in a city of comparable size has a circulation equal to that of The Charlotte Observer.

The average circulation increase in ALL newspapers in the U. S. since 1920 has been only 66%. The Observer has had an increase in circulation of 460% for this period.

The Foremost Newspaper of the Two Carolinas

# The Charlotte Observer

CURTIS B. JOHNSON, PUBLISHER

CHARLOTTE 1, N. C.



# Will Make HOME Improvements

We have already reported that 105,169 Daily News families are planning to buy or build new homes the first year after war-time restrictions are removed. But that's not the whole story.

A recent independent survey found out that Daily News families are going to do a lot of home-improving, too. This survey was conducted exclusively among regular readers of the Daily News and represents a valid cross-section, house-to-house sampling.

What are these 77,818 home-improvers going to do when they get the eagerly awaited "Go" signal? Nearly 27,000 of them are going to paint—outside. Nearly 25,000 of them are going to decorate—inside. Over 16,000 will install new heating apparatus. Over 15,000 will remodel the kitchen.

In fact, our group of home-improvers are going to improve from cellar to attic. And improving means—buying. And buying on a big scale.

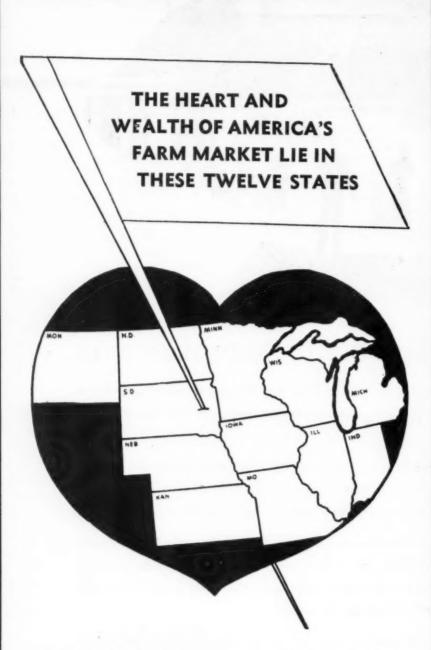
The Chicago Daily News takes advertisers directly to this home-loving market. In these homes the Daily News is welcomed as good companion and good counsellor. Its place in the home is one of respect and trust . . . Soon again we shall tell you more of this Daily News market. We've only begun to tell you what a significant survey has revealed!

# CHICAGO DAILY NEWS

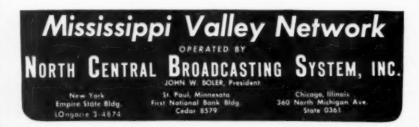
FOR 69 YEARS CHICAGO'S HOME NEWSPAPER

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO DETROIT OFFICE: 7-218 General Motors Building

NEW YORK OFFICE: 9 Rockefeller Plaza SAN FRANCISCO OFFICE: Hobart Building



Mississippi Valley Network reaches 31% of this Agricultural population . . . via an exclusive Farm Network. Out of these twelve MVN states there was 42% of the National farm income in 1944 going into the farmer's pocket. Programs are available for sponsorship now . . . call any MVN office for further details.



people need. More and more consumers are learning this. B Complex consciousness is growing. Therefore, you should push B. But which of the many B Complex brands are you going to push?"

Report No. 4. answers the question, "What's happening inside your B Complex business?" It tells druggists that "there are approximately 350 B Complex preparations now on the market. You can't stock them all (you'd go broke!) . . . You can't push them all. In order to develop your B business you should take one brand and make it the push brand in your store. This is the principle well known to successful store operators."

#### The Incentive of Profit

In the same brochure there is another chart which shows the profit margins earned by druggists on each of the seven largest selling B Complex brands. These profit percentages were furnished by a leading research organization for the period ending December 31, 1943. They indicate that Bexel gives the druggist decidedly more profit than the nearest competition. After that chart, the druggist is told what the Bexel Club did for druggists in 1943. Fifty-one typical case histories of Bexel Club members are given, indicating the period of time and average sales per day, number of bottles sold, dollar volume (during this period) and the profit (composite profit at maximum discounts) each one enjoyed.

The third brochure is titled "It's Selling Time . . . in the American Drug Store." Its opening pages advise druggists that "now is the time for all good druggists . . . to come to the aid of their business." Sure . . . you've had more calls and customers than merchandise. Sure . . . you haven't had much of a chance to be a salesman. But now . . . now the time is coming when we must again become constructive, intelligent salesmen. When we must build business. This is particularly true of the vitamin business . . . a business which, as you know, is becoming more competitive every day . . . a business which department stores, newsstands, grocery stores, super markets, direct mail . . . yes, even beauty shops . . . are trying to snare away from you."

Also in the new brochure a new feature of the Club is announced. A store-wide Bexel promotion is offered. This consists of 8 colorful pennants, 7 of them featuring Hollywood stars; streamers for windows or for inside-the-store display (1 large, 2 small) One of the streamers is to be used to announce the drug store as "Vitamin



Wherever you turn in America, you read or hear promises.

The promise of better health or greater beauty, of new comfort and convenience, the promise of new luxury and pleasure.

Another name for this eternal promise is —advertising.

When you buy an advertised product and find the promise to be true, you remember the brand. That way you know how to obtain it again, or how to recommend it to others.

Today, because demand outruns supply, there is a temptation for manufacturers to sell a sub-standard product to help fill that demand. It is a temptation that every reputable manufacturer resists.

Calvert's policy, in common with that of every forward-looking American business,

is that the loss of a good name is never justified... not by profit, not by expediency, not even by war.

And we know that such a policy is in our own, as well as the public's interest. For when a manufacturer lowers the quality of his product, you provide the penalty. You refuse to buy that brand again.

The brand...the mark, symbol, or name that sets one manufacturer's product apart from all others...is a means for keeping vast power in your hands. For with the power to buy or refuse to buy, you control the destinies of that product.

With that power, you see to it that the promise is kept!

montackel!

W. W. Wachtel, President



Headquarters." Seven stick-ins are also offered. These little signs go right in the Bexel carton and make attractive mass displays. There is also one malted sign for the back of the soda fountain. The idea of serving a Bexel malted (regular malted with the contents of the two Bexel capsules sprinkled into it) and charging an extra nickel or dime for it, has been used with great success. Counter displays in the new store-wide promotion include three large signs and one small sign which can be used in various parts of the store—for the

cigar counter, cosmetic counter, vitamin counter, or for any "hot" spots.

Druggists receive all of these sell-

ing aids free with orders of Bexel. The fourth and newest brochure is an easel-type presentation 93/4" x 121/2" in size and attractively printed in red, blue and black. The pages are devoted to facts and pictures chiefly, the text being held down to very few words.

The opening page has a picture of a pretty girl in a swimming suit with these words: "Let's talk about a figure, that's important to you . . .

The second page has a small magic paper slate (the kind children play with), together with a pencil, with these words printed at the top of the page: "Write down here your guess on how much Bexel you self per week.
The next page: "Now guess how
much Bexel the active members of the Bexel Club sell per week." The following pages then are devoted to what is needed to sell this amount of Bexel per week, together with detailed information on the Bexel Club, what it offers, and full descriptions and pictures of display material and sales aids. It's a compact presentation and packed with gun-shot figures and facts.

Each of these brochures not only presents the story of what McKesson does for the druggist, but it also points out those things that the druggist has to do himself. The Bexel Club is not a get-rich-quick scheme which is all play and no work on the

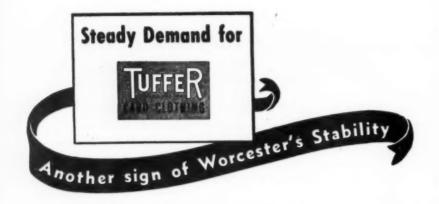
part of the druggist.

#### Radio Plays a Part

When a member of the Club wins his Master Salesmanship Award, the fact is often celebrated with stories in the business press and his local newspapers, and with a special announcement-stressing the home town local angle—on the Bexel program over the local radio station. A typical example of what is done is the following, which was broadcast over KMBC and KCMO, Kansas City.

"Today we want to tell you an unusual story. It is the story of a young lady who works in the Crown Drug Store, right here in Kansas City. Her name is Mrs. Evans. Now-Mrs. Evans has a little son, Thomas Gerald Evans, 11 years old. His doctor rec-ommended Vitamin B Complex, and Mrs. Evans gave him those Bexel Vitamin B Complex Capsules that we talk about. Bexel helped her son so remarkably that naturally Mrs. Evans became most enthusiastic about Bexel. And the upshot of it was that she recommended Bexel to everybody who came into her drug store. Up to today she has sold Bexel to hundreds and hundreds of people. And that's such a remarkable record that McKesson & Robbins, the makers of Bexel, have just awarded her a special Master Salesmanship Award. Our congratula-tions to Mrs. Evans. And we hope she'll continue to tell folks that if they need Vitamin B . . . it's Bexel . B-E-X-E-L . . . they should take.

Other tools to promote the Bexel Club are The Bexel Call and The Leader's Digest. The former is 2 house publication which is published once a month and is sent to Club members only. It carries check lists



Card clothing is a major part of preparatory processing of textile fibres with Howard Bros. Mfg. Co. a number one Worcester industry, the major provider. All of the accumulated demands for Howard Bros. Tuffer Card Clothing point directly to Worcester's postwar stability. Harry C. Coley, President, explains, "There is every indication that current and immediate postwar needs of textile mills will bring our card clothing production to higher than prewar levels and keep it there for some time. We anticipate no loss of time or man power before we reach such a schedule."

Worcester industry again speaks for itself on the stability of the Worcester Market — a market available to you with blanket coverage by the Telegram-Gazette. Circulation — over 130,000 Daily and 85,000 Sunday. City Zone Population 235,125. City and Retail Trade Zones 440,770.



OWNERS of RADIO STATION WTAG

# POWER FOR GOOD

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el be a d ab sts Wherever radio can help to solve the myriad problems of peace, the zeal and skills of CBS are pledged to the task.

Before the outbreak of this war, radio meant to many just a quick and convenient means of ephemeral expression.

Radio emerges into peace accepted round the world as a penetrating and durable medium by which men's minds and hearts communicate.

It has proven its almost 'atomic' power-for good.

Such power for good creates an unconditional responsibility.

Long before war broke out in Europe—back before Munich and Prague and Godesberg—CBS accepted this responsibility, lived with it, practised it.

In the sobering tasks of peace, as well as in its happier moods and opportunities, we shall continue to accept this responsibility, live with it, practise it.

THE COLUMBIA BROADCASTING SYSTEM



# FOR NATIONWIDE PUBLICIT

Although we have been accused of writing the letters that caused the New York Subways to ban the Gantner card, we must admit that we are the recipients of undue credit.

The reaction has been similar to having a book banned in Boston! So many thousands have written in for reproductions that a quarter of a million reproductions have been needed for mailing. Retailers throughout the Nation are displaying the poster in the most prominent windows. A million dollars spent in conventional

advertising couldn't have achieved an equivalent result!

The underwater kissing scene was created by us seven years ago and has been used continuously in varied renditions. It made Winchell's column the first year. But, more important, it has sold merchandise every year. Daring originality befits the style industry...both in garments and in advertising. We have the facilities for original and productive thinking and planning that are geared to the various needs of each advertiser.

and general editorials or inspirational talks. Each issue of The Bexel Call contains some material designed to make the drug store salesman a better one and therefore more valuable to the man he works for. Various points of good salesmanship are discussed in the Call. Such subjects as Tact, Courtesy, Follow-Up, are covered, and this general inspirational material is of course applicable to all things the salesman has to sell-not only Bexel.

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#### **Elections of Officers**

The Leader's Digest is a small magazine, telling actual experiences with Bexel.

Officers for the Bexel Club are elected every year from the group of the drug store salesmen who reach the 1,000 points. These include the president, first vice-president, second vice-president, secretary and assistant secretary. They are specially honored by interviews on local radio stations, stories and pictures in local newspapers, and stories and pictures in national drug publications.

Wilbur Dewell, vice-president in charge of the Manufacturing Division of McKesson & Robbins, says that 'The Bexel Club is a sincere effort on the part of McKesson to be helpful to our friends, the druggists. Many of our customers have told us that the Bexel Club is the most constructive idea ever taken to the retailer by any manufacturer. Today the Bexel Club is an even better idea and a more powerful selling force than it was when we first introduced it.'





# Indiana University Offers New Course in Marketing and Sales

NDIANA University in cooperation with business and industrial leaders has established an intensive sales training course to prepare war veterans and others to sell post-war products and services.

The plan for the course was originated and developed by Robert M. Bowes, Indiana industrialist, and will be known as "The Bowes-Indiana University Specialized Sales Training Course." Members of the School of Business of the University will direct the instruction, headed by Brooks Smeeton, assistant professor of marketing.

Sales directors of national industrial firms, through the Indianapolis Sales Executives Council, will promote the course and aid in the selection of students. In some instances the companies will finance the tuitions and living expenses of those chosen to take the course. The course is unique in that it represents the first working arrangement between business and business education at the university level, to provide through an intensive training period the knowledge needed by expert sales representatives and sales training directors.

The course will cover a fourmonths' period and will be opened September 24 to men who have had at least a high school education. Men who have not graduated from high school and who are over 21 years of age and who possess special qualifications will also be eligible. All applicants will be given tests to determine vocational interests and aptitudes. Discharged war veterans will be given special attention.

Study, Professor Smeeton explains, will be designed to indoctrinate the students in the principles of salesmanship and subject material related to selling. The curriculum will include the following courses:

Principles of Marketing: Designed to give students a broad picture of distributing processes and some of the problems met by those engaged in marketing.

Salesmanship: Deals with retail, traveling and specialty selling. Examines the phases of salesmanship; pre-approach, approach, demonstration, answering objections, the close.

Business Economics: A general survey of the business world, covering the place of business in contemporary

society; economic functions of business; tools and policies of businessmen; significant contributions of the various fields of business.

Credits and Collections: Surveys credit information furnished by the credit services, such as Dun & Bradstreet, and the credit organizations, such as the National Association of Credit Men.

**Voice Control:** A study of the factors of voice production as applied to each student.

Business Speaking: Offers practical training in the preparation and presentation of specific types of

speeches especially adapted to various business situations.

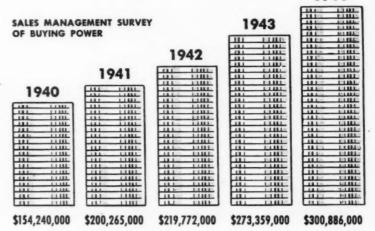
Business English: Practice in using correct, forceful English in business correspondence; class discussion on style, structure and aims of business letters; study in principles and types of correspondence.

Accounting: Includes such topics as balance sheets, profit and loss, journals, vouchers and adjustments. The emphasis will be placed on the understanding of accounting records.

Psychology in Selling: The object of the course is to give the student a basic knowledge of the psychological or behavior characteristics of the buyer so that he may be better equipped to deal with people. The fundamental facts of human nature will be examined and their application to sales work will be pointed out.

# EFFECTIVE BUYING INCOME DOUBLES IN 5 YEARS!

1944



**OAKLAND COUNTY,** with Pontiac the buying center, is an opportunity market for present and post-war sales. It has the second largest population increase in Michigan (47,000 since the last census) and is rated an A-2 area by the census bureau where new growth is most apt to be permanent.

Industrial payrolls are now running close to \$100,000,000 annually and these should be maintained or increased to produce the greatest volume of Pontiacs, Fisher bodies, and GMC trucks and busses in history! This is a good time NOW to get products established.

ABC NET PAID 39,192

# PONTIAC Daily PRESS

PONTIAC . MICHIGAN

7 out of 10 Press Homes Take No Other Daily Newspaper



Portrait of your most personal



Will it be "War or Peace on the Labor Front"?
An Appeal to You, the Public, for Cool Heads
and Fair Play to Avoid Industrial Strife...by



LEWIS B. SCHWELLENBACH
Our New Secretary of Labor

In the past few days you undoubtedly have heard people say, "Now that the war is over, the real one will

begin... the struggle between capital and labor." These words, storm signals shot through with lightnings of bitterness and hatred, anticipate basic post-war conditions that point to

increasing trouble between employers and employees. Judge Schwellenbach approaches the differences between management and labor as an impartial jurist, and as a former attorney for both sides. Warning of dangerous days ahead, he writes in this great "first" article, in the October issue of The American Magazine, "The only things that I bring to office are a willingness to find the facts and to dispense justice for free men. The rest is up to you."

THE

post-war problem!



## "WHEN IMPORTANT PEOPLE HAVE SOMETHING IMPORTANT TO SAY..."

For years The American Magazine has contended that "When important people have something important to say, they like to say it in The American Magazine." This statement is strongly supported by articles in our September and October issues. In September, we published Where Is Our Food?, a notable "first" article by recently appointed Secretary of Agriculture, Clinton P. Anderson. In this, the October issue, we feature War Or Peace on the Labor Front and Radio Must Grow Up, by Lewis B. Schwellenbach, Secretary of Labor, and Paul A. Porter, Chairman of the Federal Communications Commission, respectively.

These issues of The American Magazine are further proof-in-print that "When important people have something important to say, they like to say it in The American Magazine."

# The American Magazine

Share your American Magazine, then save it for the Government's waste paper drive.

THE CROWELL-COLLIER PUBLISHING COMPANY, 250 PARK AVENUE, NEW YORK 17, N. Y.

PUBLISHERS OF THE AMERICAN MAGAZINE, COLLIER'S, AND WOMAN'S HOME COMPANION

# Amiable Little Letters Can Help To Build Business Friendships

A salesman lands a tough order. A dealer celebrates a silver anniversary. A jobber opens a fine new building. On these—and other appropriate occasions—a simple letter can warm the heart of the recipient and put human values into the cold process of business.

### BY WILLIAM H. BUTTERFIELD

Chairman, Department of Business Communication University of Oklahoma

WO of the most neglected types of letters in business are those of congratulation and sympathy. Both are usually put off until the occasion for writing them is over. The congratulatory note is postponed because of the greater urgency of other matters; the message of sympathy is usually the victim of procrastination from day to day, mainly because it might prove to be a somewhat difficult letter to write.

True enough, neither of these types of message is absolutely necessary. The potential recipient is not watching the mail for a letter which he expects to receive, as he would be if he had mailed an inquiry or complaint to the company. But the very element of surprise makes a note of congratulation or sympathy memorable to the person who receives it. Moreover, he appreciates the thoughtful consideration which motivated the writing of such letter. As a result, the congratulatory note or message of sympathy is an extremely effective builder of good-will.

#### Little Messages Impress

Most sales managers are overlooking the potentialities of these two types of letters. They are busy men, of course; and already they have enough correspondence duties to require a lot of letter writing. But a few words of commendation to one who deserves them, and a note of sympathy to one in distress—these little messages take only a few moments. And often they make a stronger and more permanent impression than a business promotional letter which has required several hours of composition effort.

It is only human to enjoy receiving commendation. This simple, obvious truth should hold a cue for every sales manager. His customers are human, and so are his salesmen. Both will get a lift out of a note of

congratulation when they have done something that warrants it.

But the thought of congratulating a person on a job well done seldom goes beyond the stage of good intentions. To build good-will, it must materialize into black and white. The sales manager may think of congratulating old Mr. Harris on the 40th anniversary of his business, of writing Sam Bedford a few words about his election as president of the Kiwanis Club, of complimenting Bob Parker upon his fine work in the state retail credit association, of congratulating Jim Brown on the very successful sale he conducted recently. But merely thinking about it doesn't get the letter

## Give a Verbal Pat on the Back

And what about the members of the company sales staff-the men on the road who find life pretty hectic in these days of travel difficulties, crowded hotels, and packed restaurants? They, too, will appreciate a note when their accomplishments merit one. So why not congratulate Ralph Graham on the best month he's ever had with the company? Why not write Paul Martin that his volume of sales for the past six months tops even his outstanding record for the previous six months? Why not send Bill Kelly a few words of praise for turning in the largest order of his selling career? These fellows are human, too! A verbal pat on the back from the sales manager will affect them like a shot in the arm. There is no finer morale builder than a word of praise when it is deserved.

Congratulatory letters are not on the "must" list in the same sense as letters adjusting complaints or letters collecting past-due accounts. But they can be tremendously effective in strengthening both the friendship of customers and the loyalty of company representatives. Furthermore, writing notes of commendation to those who have earned them is a very pleasant experience if the writer himself is human enough to like people. If he writes with sincerity, enthusiasm, and simplicity, his letter will be one that the recipient will want to save. Here are several examples of effective congratulatory notes to both customers and salesmen:

#### Letters to Customers

Upon election to community office:

Dear Mr. Marshall:\*

Word reached me this morning that you have been elected Mayor of Cameron, and I extend to you my hearty congratulations.

From my 10 years of business dealings with you, I know that your honesty, fairness, and sound judgment make you an ideal man for such an office. In fact, my congratulations might well be addressed to the citizens of Cameron for having made such a wise choice.

Sincerely yours,

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Upon opening of new building:

Dear Mr. Hendricks:

Jim Rasmussen told me this morning that the Grand Opening of your new building will take place next week. This is just a note to tell you that all of us here are happy for you.

The new home of the Hendricks Dry Goods Company will be a real credit to your firm and your community. To you, whose foresight and leadership have made this fine building possible, go our congratulations and good wishes.

Sincerely yours,

Upon business anniversary:

Gentlemen

On the eve of your Fiftieth Anniversary we send you our warm congratulations upon your fine record of achievement. You can well be proud of your half century of progress, during which you have won public confidence through dependable service and fair dealing.

Please accept our best wishes for your continued success and prosperity.

Yours sincerely,

Upon outstanding sales record:

Gentlemen:

As you complete your first year as authorized Charnley dealers in Sioux City, we wish to congratulate you upon your excellent record in the sale of our products.

We consider ourselves most fortunate to be represented in Sioux City by such an alert, progressive firm, and we look forward to the long continuance of a mutually pleasant and profitable association with you.

Sincerely yours,

Upon professional recognition:

Dear John:

Your election as president of the Tope-

\*The letter specimens presented in this article are reprinted or adapted from the author's book, "Effective Personal Letters," published in July, 1945, by Prentice-Hall, Inc., New York City.

ka Retail Credit Association is an honor upon which you deserve hearty congratulations,

This recognition of your leadership is also a vote of confidence on the part of your associates. I am happy for you in your achievement, and I know the Association will continue to grow under your direction.

Sincerely,

#### Letters to Salesmen

Upon outstanding sales record:

Dear Clint:

It's a real pleasure to write you these words of congratulations on winning first prize for the best sales record of 194-.

The hard work you have done so willingly and constantly throughout the past year has surely produced excellent results, and you have every right to be proud of your record.

I know that the fine recognition you have just won will provide the incentive for another year of achievement, and I wish you continued success during 194-.

Sincerely.

Upon completion of 10 years with company:

Dear Gene:

Just 10 years ago today you joined Myers & Milford.

During the past decade everyone in the firm has come to admire your energy, respect your judgment, and marvel at your capacity to get things done.

I congratulate you on a truly fine record. All of us take pride in your accomplishments

Sincerely,

Upon landing important order:

Dear Sam:

When a salesman breaks his own record for the size of an order, it may or may not be something for the sales manager to talk about, but—

When a salesman breaks all the records in his company—that's news!

You know perfectly well that I'm talking about the Wales Company order. Great work, Sam!

Sincerely,

#### Letters of Sympathy

The neglect of sympathy notes results not so much from the sales manager's failure to recognize suitable occasions, as from his feeling of inadequacy in composing them. Yet there is nothing complicated about writing a few words to a customer or salesman who has had something go wrong. Just a simple, natural expression of sympathy in the writer's own words will be appropriate. There is no formula for a note of sympathy. Its only requirements are sincerity and friend-liness. The message need not be long; in fact, brevity is usually a virtue.

Here are a few sympathy notes which would be appropriate for the occasions indicated.

What's Ahead

DEMAND
FOR
FOR
SHOP EQUIPMENT
ALREADY BEGUN
ALREADY BEGUN

ALREADY BEGUN

In the

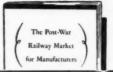
Railroad Market

THE replacement of machine tools and other equipment in railway shops represents large opportunities for railway modernization. Right now the railroads are active in this field. Their need for machine tools is *immediate* due to the present record demands on shop facilities. Purchases of these items were greater in 1944 than in any year since the late '20's . . . and this activity is continuing during 1945. This need is only one illustration of the huge pent-up market which is accumulating throughout the railway plant:

In railroad circles, four Simmons-Boardman publications are the recognized channels of authoritative technical and business information. Each of these publications serves one of the several branches of railway activity—each has a specialized audience of key men. The men who recommend and authorize purchases of all types of railroad shop equipment are the readers of Railway Age and Railway Mechanical Engineer.

The 100-page booklet, The Post-War Railway Market for Manufacturers,\* prepared by the editors of Railway Age and its associated publications, provides vital planning information for manufacturers interested in the heavy railroad buying indicated for the post-war period.

\*Any of the offices listed below will be glad to send you this booklet, free, upon request.



All A.B.C.-A.B.P.

Railway Age Railway Engineering and Maintenance Railway Mechanical Engineer Railway Signaling

#### SIMMONS-BOARDMAN PUBLISHING CORPORATION

30 Church Street

New York 7, N. Y.

105 W. Adams St., Chicago 3 Terminal Tower, Cleveland 13 1038 Henry Bldg., Seattle 1, Wash. 300 Montgomery St., San Francisco 4, Cal.

530 W. 6th St., Los Angeles 14, Cal.



# Stand Out CROWD!

Don't let your catalog get lost on buyers' shelves ... side tracked ... hard-to-find-and-identify. It's so easy to make it stand out with a handsome, substantial NATIONAL LOOSE LEAF COVER ... attractively back stamped for quick identification and reference. The "BIRD" catalog illustrated is a good example.

This is only one of the many advantages of NATIONAL LOOSE LEAF COVERS for your new catalogs, price lists, and manuals. There are many others, such as . . . .

- \* EASY ADDITION AND REMOVAL OF PAGES . . . up-to-the-minute on changes in merchandise and prices.
- \* AMPLE ROOM FOR EXPANSION . . . most important in new post wat catalogs, which may start small and grow fast.
- IDEAL FOR INDEXING . . . more necessary than ever in days ahead for instant reference and quick finding of data.
- \* CONVENIENCE OF OPENING . . . sheets lie flat for quick easy reading.
- \* SAVING IN PAPER . . . specific pages for specific purposes . . . no waste,

Let us help with your catalog planning . . . the LOOSE LEAF way. Write us for information and advice or, if you prefer, our representative will call.

## NATIONAL BLANK BOOK COMPANY

HOLYOKE, MASSACHUSETTS

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO

#### Letters to Customers

Upon death of member of firm: Dear Ralph:

It was with deep regret that I learned this morning of the sudden passing of Walter Conroy. I thought of you immediately, for I realize that the death of your good friend and business partner of some 20 years is an irreparable loss to you.

All of us in the furniture business will miss Walter. All of us admired the combination of kindness and honesty that his life represented. But since the loss to you is most direct and personal, I wanted to send you these words of sincere sympathy upon the death of a loyal friend and trusted associate.

Sincerely,

#### Upon personal mishap: Dear Frank:

Word of your illness has just reached me, and I want to send you my best wishes for your quick return to health.

All your many friends will be sorry to learn that you must spend the next few weeks in the hospital, and it must help some to know that you have a host of well wishers.

Here's hoping the days will pass quickly for you, and that you'll be in the best of health again in record time.

Sincerely,

#### Upon property damage: Dear Mr. Harris:

Word has just reached me that your warehouse was severely damaged by fire the other day. I am indeed sorry to learn of this setback to your business, for I don't know of a merchant in Indiana whose record for fair dealing gives him a better right to the favorable breaks of the game.

I sincerely hope the damage to your warehouse and stock proves to be less than you anticipate. If you think of any way in which I can be of assistance to you, please call on me. It will be a pleasure to cooperate.

Sincerely yours,

#### Letters to Salesmen

Upon death of relative:

Dear John:

It was with the deepest regret that I learned this morning of the death of your sister.

May the sincere sympathy of a host of friends, among whom everyone in this office wishes to be counted, bring some measure of consolation in this hour of your bereavement.

Sincerely,

## Upon personal mishap:

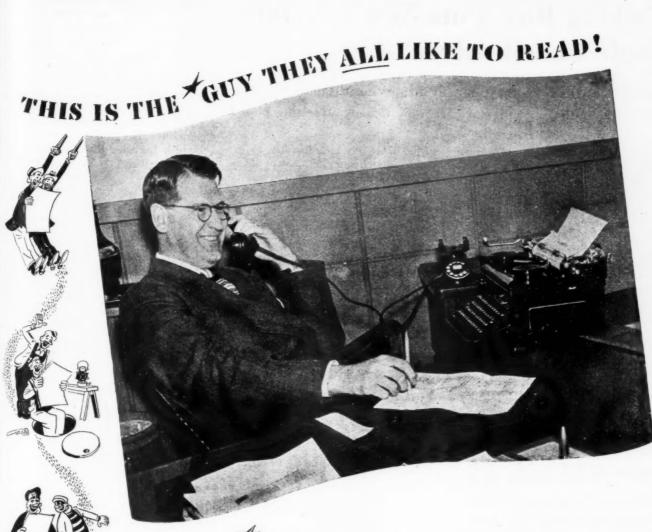
Dear Jim:

I was sorry to learn of your illness with ptomaine poisoning, and I hope you will be feeling a lot better by the time this letter reaches you.

The only course for you to follow is one of complete rest until you regain your strength. There are few illnesses more enervating than ptomaine, and I hope you will realize the wisdom of placing your health first and your work second. Later on, I am sure we can work out plans that will take care of your territory.

Meanwhile, don't let business worry you. I send my best wishes and those of the entire crew at the office.

Sincerely,



# WHAT'S DOUGLASS WELCH GOT THAT GETS PEOPLE?

For instance, we sent Welch down to the San Francisco Conference, not to report the serious meditations of that momentous gathering, which were brought to us by many jour nalistic experts on international affairs, but rather to bring Post-Intelligencer readers its lighter side in the unique style that has created a host of Welch fans throughout the nation. The result was newspaper history in Seattle and Western Washington. The popular Post-Intelligencer writers dis patches had a chuckle in every line . . . and proved so popular that we were obliged to publish them in booklet form to meet the huge demands for reprints.

Welch has a style that gets readers. Every-body hereabouts reads him, and the nation laughs with him, too, through his mirthful stories in the Saturday Evening Post and other publications. He is but one of the top-flight writers who make the Post-Intelligencer the Pacific Northwest's most readable, interesting newspaper.

First of a series that will bring you the stories of Berne Jacobsen, Royal Brougham, Carlton Fitchett, Bob Bermann, Fred Niendorff, Marion Starond and others &...

Post Intelligencer seattle

REPRESENTED NATIONALLY BY THE BEARST ADVERTISING SERVICE

11

to

# Talking Bird Puts New Life into Eagle Pencil Advertising

Taking the cue from the company name, Eagle Pencil Co. puts "Ernest" on the payroll and assign him many a selling chore.

N animated eagle—his name is "Ernest"—is now a hardworking member of the sales staff of Eagle Pencil Co., New York City. Ernest appears in advertisements and promotional pieces, signs letters sent out in answer to inquiries, and helps to establish an indelible tie-up in the minds of buyers between the company name and the products the company manufactures.

Ernest has been a big factor in an advertising program that not only has been maintained, but has been strengthened and broadened during the period when equitable distribution of short stocks has been a problem.

Government bureaus, the deskmen of the Armed Forces, and draftsmen and clerical staffs of the war industries have had to do a lot of pencil-pushing since Pearl Harbor. Eagle, busy sup-

plying those markets, has had to cut down on deliveries to civilian users, and to curtail production of some of its specialties.

However, with an eye to the competitive future, research and selling and promotional activities have continued apace, mostly angled to the idea of educating consumers to "use the best pencil for the specific job."

The clear-cut themes of Eagle ad-

The clear-cut themes of Eagle advertising are used repeatedly, with specific, factual statements about the qualities of the various pencils in the

Ernest who invites the reader to send for the sample; and when it comes, the letter accompanying it has ostensibly been written and signed by Ernest. (There's even a drawing of his head with the signature.) SELL

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An effective promotional adjunct to the display advertising is a series of pamphlets on aviation drafting, entitled "Drafting for Victory." A new pamphlet has been brought out monthly for more than two years, and the series has won warm praise from teachers and students of mechanical drafting and drawing, from educators and members of the war industries.

The pamphlets are four-page folders, a cover, a page setting forth a problem, a page with the problem solution, and a page of cartoon drawings, "Tips on Technique." Each has been worked out in cooperation with one of the major aircraft manufacturers, such as Boeing or Republic. There is little more than a mention



SALES PUSHER: The inherent eye appeal of pencils in many colors is capitalized by Eagle in this sturdy, handy counter display.

PARDON US
Some New Gustomers
Are Waiting For You

if your business is something to eat or drink

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

Interstate United Newspapers, Inc. 545 FIFTH AVENUE, NEW YORK



line. Verithin pencils take a fine point in the sharpener; they write fine; they will make over 4,000 checks from one point. The Mirado pencil "writes 35 miles of line for a nickel." The Turquoise drawing pencil "makes perfect blueprints." These statements appear again and again in Eagle copy. But now Ernest Eagle makes them and dramatizes them with illustrations. Ernest is shown dangling a sheet of paper with Verithin-written script on it, in a bowl of water (to show that the writing will neither run nor smear); or flexing a thin length of Verithin lead to show why it does not shatter in the sharpener. And, to show the length of the line the Mirado will make, he appears in an illustration, putting the pencil through its paces.

The offer of a free sample pencil, long a favorite theme for Eagle advertising, is still standard, but now it is

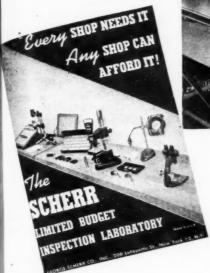
of Eagle Turquoise drawing pencils.

All Eagle advertising and promotional pieces reflect the fact that the company is "demonstration minded." To sell efficiently, appeal to both the sense of sight and hearing. Eagle salesmen are busy as they talk to purchasing agents and other prospects, dramatizing the sales points.

Eagle salesmen find scores of ways to make a simple product like a pencil seem dramatic and interesting. They often ask, "Want to see how a pencil is manufactured?" Then they pull out pencil slats containing strips of lead in various stages of production.

Advertising of Mirado, Verithin, and Turquoise pencils (those receiving the major promotional effort now) appears in general magazines, and in the architectural, educational, and art press. Agency: Albert Frank-Guenther Law, New York City.

Selling Inspection: Today almost every shop must have a definite inspection procedure. And George Scherr Co. promotes its inspection equipment through a Limited Budget Inspection L a b o r at ory plan. At right is the inspection department of Atlantic Gear Works, N. Y. C., a company which adopted the idea.





The war brought a demand for an almost endless variety of products which were acceptable to Uncle Sam only if made to the most delicate standards of manufacturing accuracy. George Scherr Co. showed many a small shop how to manufacture to minute tolerances, tied up this approach with a unique "Limited Budget" Department.

# Instrument Maker Finds a New Market by Teaching Precision

Based on an interview with

KARL F. KIRCHHOFER

General Manager George Scherr Co., Inc. New York City

BEFORE Pearl Harbor most of America's machine shops and metal working plants were not greatly concerned with tolerances of thousandths of an inch. Almost overnight, with the Nation's entry into wartime production, the picture changed. Through sub-contracting, even the smallest shops began to play important roles in the making of war materiel.

To make many of these small parts, accuracy of a high degree was necessary. In some instances, tolerances had to be measured in ten-thousandths of an inch. With the ending of the war, production for military needs ceases. However, with continuing aircraft production and the tremendous stepping-up of scientific research, interest in mathematical precision in

manufacturing processes will remain high for some time to come.

When America entered the war in December, 1941, George Scherr Co., New York City, had been selling precision measuring instruments, optical inspection tools and gages to industry for 22 years. The war gave the company the opportunity to help vital production and to widen its markets at the same time.

Large plants, as a rule, could adjust to the necessity for accuracy and rigid inspection. Many had already been in the habit of using Scherr's equipment. Even if they had not been, they could afford to set up efficient inspection systems and to buy the instruments for them. But small companies had to be educated, first, in the necessity for setting high standards of accuracy,

and second, in methods of installing inspection programs. In filling this need. Scherr found its opportunity.

need, Scherr found its opportunity. Scherr's management felt that it was not enough merely to establish the need for rigid inspection methods. The tools necessary for conducting such programs must be brought within the reach of plants without large capital assets. To this end, the company inaugurated a new department, the Scherr Limited Budget Inspection Laboratory. It was advertised through mailings, an average of two each month; through the company's sixtimes-a-year house publication, Precise Production, and through copy in about 15 business papers reaching machine shop superintendents, tool room supervisors and others in the industrial field.

The chief products featured in Scherr's limited budget department are optical goods, such as the Wilder Projector, the Scherr Comparitol, the Magni-Ray; and measuring tools, such as micrometers, gage blocks, gear testers, and optical parallels. Other products in the same general field are: tool chests, Elox equipment (for removing taps), automatic screw machines, glass surface plates, toolmakers' knees, and other accessories.

As a result of installation of such equipment, many plants were enabled to convert from civilian to war pro-

duction. There was, for example, a manufacturer of women's compacts, lipstick holders and novelties, who, in the early tooling-up period of the war, converted to the manufacture of bullet dies—meeting Ordnance requirements with Scherr inspection equipment.

A manufacturer of soda dispensing equipment turned to the production of precision instruments for the Navy, and now uses Scherr equipment daily to check the accuracy of parts before assembly into Navy instruments. A jewelry manufacturer who converted to the making of aircraft accessories

installed Scherr gages and measuring instruments to meet the close tolerances required in aircraft manufacture. A complete switch over was that of the perfume manufacturer who now uses Scherr laboratory instruments for checking and inspecting the bullet cores now made in his factory.

At the same time that Scherr was winning new users for its products, its heads were busily engaged in finding new sources of supply—new items to add to its line. In certain instances, the makers of these items had to be coaxed to expand their output and shown how

to market their products. There was, for example, the man who was making an essential machine tool accessory in limited quantities, which he would go out and sell personally. A Scherr official induced him to hire several assistants and to devote all his time to production, thus raising his output from about 10 to 100 units a month, with Scherr acting as sales agent. This item is now standard equipment in thousands of plants.

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An important factor in Scherr's selling has been the campaign to make the firm's showroom in New York City a center for the exhibition and demonstration of machine tools, and precision, measuring and inspection equipment. Manufacturers of noncompetitive products in the same field have been invited to exhibit them in the showroom, which is arranged in the manner of an industrial museum. The machines are set upon tables, for easy inspection, with explanatory labels at hand. For example, there is a dark covering cloth tent for the Wilder Micro Projector to permit demonstration. At the end of the large room in which the exhibits are installed, there are photomontage murals of machines and industrial scenes. These are striking and dramatic, and are visible from any part of the large main floor combination office and salesroom.

## **Advertising Brings Visitors**

As a result of Scherr's advertising, which mentioned the exhibit and extended an invitation to visit it, visitors have come not only from the United States, but from Mexico, India, Australia and other countries. In addition, anyone who comes to the Scherr organization to buy anything is invited to see the exhibit. This has also proved to be worth while, since the person who purchases one type of inspection equipment is likely to be a prospect for similar merchandise. For example, one who buys a surface plate is usually a prospect for an angle plate, and anyone who buys a set of gage blocks may have need for a comparator.

Scherr's advertising is highly informative and factual. The house publication, Precise Production, for example, contains useful charts and data. Sometimes it contains reprints of educational and technical articles. One of these, reproduced recently from Screw Machine Engineering, was "The Toolmaker Microscope as Optical Comparator." Its theme was the potentialities of optics as a means of simplifying the attainment of much stricter manufacturing standards.

Another example of emphasis on information is to be found in a tag

# \$3,884\* 50 SPEND

\*Effective Buying Income Per Family in Lawrence (Sales Management Survey of Buying Power May 1945)

Total Buying Power in Lawrence \$89,734,000



The buying power of the Lawrence housewife has reached new heights. Simultaneously, her interest has quickened in new products, modern services. The Eagle-Tribune (read in 95 out of 100 homes) is her guide to modern buying. Hundreds of national advertisers have already cultivated sales through the Eagle-Tribune—knowing full well the "Capital of the Worsted Textile Industry in America" offers no reconversion problems, no letdown in buying power.



ABC CITY ZONE POPULATION in Lawrence: 124,849 ANNUAL RETAIL SALES: \$50,686,000

Serving hundreds of national advertisers

# THE EAGLE-TRIBUNE

LAWRENCE, MASSACHUSETTS
WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

attached to the Magni-Ray, a type of magnifying glass adapted to industry. The tag lists a suggested routing of persons in a customer organization who should "become acquainted" with the "many uses and applications" of the device: Inspection Department (to examine small parts for defective workmanship, burrs, finish); Material Receiving Department (to examine materials for blow-holes, cracks, seams and other defects, before it goes to the Production Department); Toolroom and Machine Shop (to observe turning and grinding operations, to examine cutters, tools, condition of cutting edge, etc.); Drafting Department (minute examinations of blueprints, drawings, maps, reading of recording instruments and other class work); Assembly Department (for assembly of extremely fine parts, for accuracy in fitting small parts to-gether); Cashier's Department (for detecting counterfeits, examining signatures); First Aid Room (for the doctor and nurse to aid in removing small splinters and other foreign particles from hand, eye, etc.); Sales Department (to feature quality, outstanding workmanship, fine finish of prod-

Thus, encompassed on the small area of a regulation shipping tag, is a helpful list of applications and uses

for the Magni-Ray.

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Another high light in Scherr's advertising is the Limited Budget Inspection Laboratory. This is the title of the firm's current catalog, a 48-page pocket-size handbook, which, according to its description in advertising text, contains "important information about instruments, tools and gages." It is indexed and has blank memorandum pages and a table giving the decimal and millimeter equivalents of parts of an inch.

And what of Scherr's post-war

And what of Scherr's post-war plans? It is true that the necessities of war brought about the development of the company to its present status. It is true that under peacetime con-

ditions, some machine shops may no longer need to work to such close tolerances as are customary today. But Scherr's management believes that many of the plants which have become accustomed to high standards of accuracy will continue to adhere to them

In one form or another, the aircraft industry will continue and progress, and it will always demand a high degree of accuracy. Then, too, when the effects of splitting the atom are felt in industry, there undoubtedly will be many changes and revolutionary developments in technical procedures. In

the activities involved in these changes, precision instruments will surely play

part.

But no matter what the future may bring, the merchandising plans inaugurated by Scherr during the last few years will be beneficial. It will be possible to adapt them to peacetime conditions. The company's Export Division will become more active. The exhibit center should grow. It should draw more visitors, not only from the United States, but from other lands. Many of these guests will be in a position to initiate orders for Scherr's products.

# 

Bridgeport is proud of its great contributions to Victory, and considers itself particularly fortunate that it was in a position to convert rapidly to war production.

Reconversion in Bridgeport will likewise be rapid. Already Bridgeport's great peace-time industrial plants are turning out large quantities of consumer goods.

If all the families in the Bridgeport City and Retail Trading Zone who read the POST-TELEGRAM should buy your product, you would be selling 90% of the market.

# THE BRIDGEPORT POST-TELEGRAM

Represented nationally by Paul Block and Associates.



"best bet in Baltimore" \*\*



st Stranger Gth in the

## LENGTHS AHEAD IN THE HOME STRETCH

That's the News-Post — the paper that goes home with more Baltimoreans than any other evening paper in town. It's been the leader for more than 18 years because it has what it takes to make readers and hold them. To sell Baltimore, tell Baltimore in the News-Post — your best bet in the sixth largest city in the country.

# Baltimore News-Post

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

## Effective Sept. 2

## The DAYTON DAILY NEWS

is Dayton's

# ONLY SUNDAY PAPER

A great newspaper accepts a great new challenge and responsibility...

For further information, write

The Dayton Daily News

Dayton, Ohio

or

SAWYER FERGUSON - WALKER CO.

CHICAGO • DETROIT • NEW YORK • ATLANTA • SAN FRANCISCO

# Raybestos Feeds Salesmen Aids and Ideas Through Regular Mailings

These 14 samples of materials furnished to field men by this manufacturer of industrial products may suggest some unexploited opportunities for placing in the hands of your own men useful printed pieces which will help them to lift the level of their selling.

Based on an interview by Etna M. Kelley with

#### J. J. DE MARIO

Advertising & Sales Promotion Manager The Manhattan Rubber Mfg. Division of Raybestos-Manhattan, Inc. Passaic, N. J.

HE sales force of The Manhattan Rubber Mfg. Division of Raybestos-Manhattan, Inc., Passaic, N. J., is large and complex. Manhattan makes over 30,000 different items, serving almost every industry. Some of the company's products are rubber and friction materials; industrial, automotive and aviation products; abrasive wheels; bowling balls—all requiring different marketing channels and methods.

The sales offices at Manhattan headquarters have a dual responsibility toward the selling staff. They must inspire the company's sales engineers and the salesmen of its jobber outlets, and make them proud of the company and its products. They must give them leads, and then help to make the selling process easy for the salesmen. Because of the diversity of the

products and the even greater diversity of their uses, this is not easy. Considerable technical information must be absorbed by a Manhattan salesman, and passed on to prospects and customers. Manhattan can supply quantities of information, but making it easy for the salesman to use is something else again. Much thought and work go into the preparation of tables, charts, simplified patterns for specifications, and other material needed by salesmen. Such material is fed, in frequent doses, from Manhattan's advertising and sales promotion office in Passaic.

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Generally speaking, the material breaks down into these broad classifications:

I. Reference and Background Material, including statistics, tabulations and useful data. Market studies, such as those made by technical publications are adapted to Manhattan's special needs, and include condensation of material from Manhattan's catalogs. A mimeographed memorandum of information for the recipient accompanies each bulletin.

II. Literature for Prospects and Customers. This is a large classification. Some of it is in the form of stuffers, either small folders, approx-

RUBBER MFG. DIVISION ONVEYOR BELTS ENGINEERING DATA HELPING THE SALESMEN SELL: Regular mailings on engineering data provide field men with the background they need to sell in-dustrial products. The Interchangeability List is a quick reference for distributors and dealers, showing Manhattan's specifications in relation to products of other firms. FHP BELTS .

imately 6 x 3½ inches, to go into the jobbers' small envelopes, or larger ones, 81/2 x 11, to be kept in files. There are blotters, in color and illustrated, often showing and telling about products. Reproductions of the company's advertising, which may be adapted for use as direct mail for jobbers' prospects, are in this class. An interesting point is that, although the material is intended primarily for consumers, it is a valuable tool for instructing salesmen. In a sense, they read it over the prospect's shoulder, for before sending out a sales aid bearing the company imprint, a salesman automatically absorbs its message.

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III. Good Will Items. These are items which sales engineers or jobber salesmen may employ to win friends for themselves and Manhattan.

IV. Miscellaneous. Visual aids, such as installation photographs. Manhattan recently instituted a program of furnishing slides for the use of salesmen provided with projectors.

Broken down, the fourteen examples within these four classifications are:

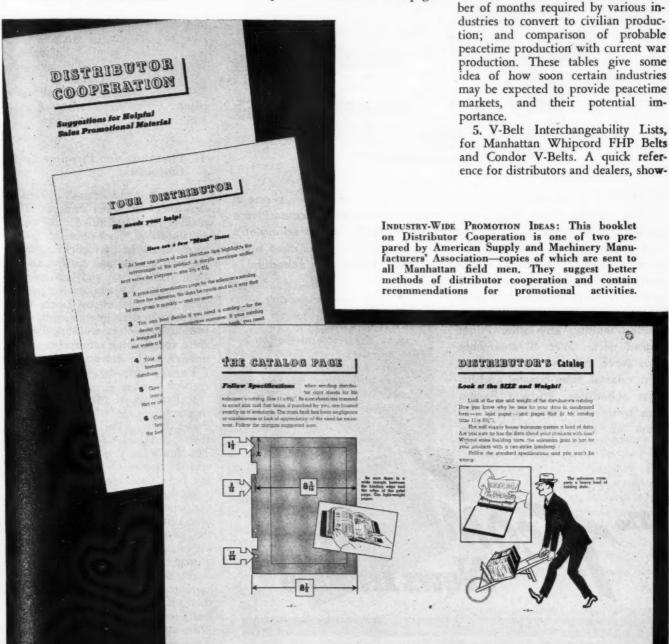
#### I. Reference and Background Material:

1. Condensation of material from Manhattan's general catalog, especially bound. It covers belts, hose, packing, molded goods, rubber covering and abrasive wheels, in compact, easy-to-handle format, and includes information in tabular form, such as "Pressure and Flow Chart" for Homo-Flex Hose; and a Table of "Safe Working Pressures, in Pounds Per Souare Inch," for Air Hose.
2. Reprint of Manhattan's 8-page

insert in Sweet's Engineering Catalog, a miniature general catalog. Manhattan's copy appears in editions covering power plants, engineers and industrial contractors, mechanical industries, product designers, and process industries (combined distribution, 50,000 copies).

3. Revised edition of "Conveyor Belts Engineering Data," from Manhattan's general catalog. Contains charts and tables, covering such subjects as cubic foot weights of materials (from wood ash to trap rock); width in inches of belts (needed to convey materials of varying weight at different velocities per hour); calculating data on decline conveyors and weighted gravity take-ups for conveyors.

4. Industrial Reconversion Tabulation, reprinted from Factory Management and Maintenance. Indicates num-

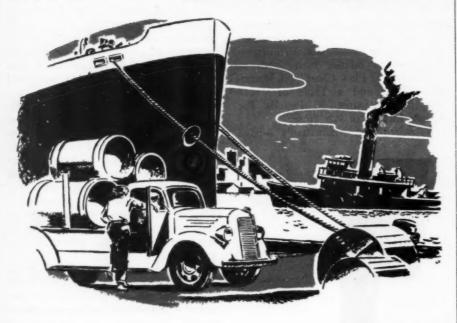


SEPTEMBER 1, 1945

# Deep-water shipping -another reason NASHINGTON'S NOTICE OF THE PROPERTY OF

No. 9 of a Series

is a "must" in your postwar selling plans!



TACOMA is situated on one of the world's finest deep-water harbors, with extensive public and private marine facilities covering a 15-mile waterfront. Under normal peace-time conditions, Tacoma's imports and exports average around \$124,000,000 annually—often leading any other Puget Sound port. Over 40 steamship lines serve the city, including foreign, coastal, inter-coastal and insular schedules. Postwar Pacific area trade will surely make Tacoma an even greater "blue

water" port; and this is just one of many reasons why Tacoma-Pierce County ranks as Washington's Second Market . . . a "must buy" on every newspaper schedulel

Only one newspaper effectively covers Washington's 2nd Market. In Tacoma-Pierce County the dominant News Tribune reaches more than 73% of all families. Want the figures? Ask Lorenzen & Thompson, Inc.



Covering Washington's Second Market

ing Manhattan's specifications and sizes in relation to products of other companies. (Lack of belt part number standardization in the belting field makes it necessary for all manufacturers in it to know the "opposite numbers" of their products in competing lines.)

6. Two booklets prepared by American Supply and Machinery Manufacturers' Association. (As a member, Manhattan collaborated in this work.) Titles are: "Program of Activities—Post-war Challenge" and "Distributor Cooperation." They suggest better methods of cooperation with distributors and contain recommendations for

promotional activities.

7. Market Survey of Rock Products Industry (prepared by Rock Products Magazine). Shows industrial rubber goods used by rock products industry and covers such subjects as conveyor and transmission belts, chute linings, hose and other items. An accompanying memorandum gives highlights of survey in short, easily understood paragraphs. For example: "Conveyor Belts (are used) in practically every plant. Annual replacement—\$3,404,848. . . . Est. 1,173,049 feet."

### II. Literature for Prospects and Customers:

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8. Stuffers and letter-size literature, available with dealer imprints. These mailing pieces are in color and usually are illustrated. They open out to three to six times their folded size. Subjects are both general and specific, and include tabulations and other useful information. Blotters are in this category. So are parcel-post labels, which may have dealer's imprint; these are in two or three colors, with brand names, space for shipping information (order number, etc.); and postal information ("Package may be opened for inspection," etc.)

9. Reprints of Manhattan's advertisements, in letterhead form, with dealer's name. The first page of the four-page folder is for correspondence. The inside is a double-page spread, reproduction of an advertisement. The last page also bears advertising.

10. Reprint of a Manhattan advertisement, with accompanying memorandum, and suggestions for folding the advertisement, sealing it with a pre-cancelled stamp to cut down on postage and mailing expense. "This is an excellent way of making the advertisement do double duty by making it work for the distributor," is the final sentence in the memorandum. (Manhattan accepts printing orders for distributor imprints on such advertisements.)



FAR EAST CORRESPONDENT FOR THE NEW YORK HERALD TRIBUNE

Back in June, 1932, A. (for Archibald) T. (for Thomas) Steele, then new to China, picked up a letter from one General Ma Chan-shan. He could hardly have suspected that possession of it would force him to seek refuge from the Japs in the American consulate at Harbin.

The letter, to be sure, was from an insurgent general who opposed the newly established Manchukuo and its puppet government . . . and gave an account of conditions under it. In June, '32, Manchukuo didn't look like anything to get too excited about . . . much less go to war over. So the little but significant incidents involving foreigners like A. T. Steele caused only a ripple.

Yet even then the English-language "Shanghai Post and Mercury" recognized the clear-cut issue . . . and the worth of the man: "In making accusations against a correspondent of wide experience and proved ability Manchukuo is only making ulti-

mately known truths more damaging to itself."

Steele's grasp of China and the Far East is a matter not merely of years but breadth of background and clearness of vision. He reached Shanghai just before war broke out



there in January, '32. He covered Manchuria, North and Central China and later worked for AP in Shanghai, Indo-China, Thailand, Malaya, Dutch East Indies, Burma, India. Steele claims the distinction of being the only Far East correspondent who has never written a

book. Actually his distinction rests on solid journalistic accomplishment dating from Japan's first overt "incident" leading up to the Pacific war.

Canadian born, Stanford educated, Steele once owned and ran several California weeklies . . . later was a reporter and desk man on Boise (Idaho) and Long Beach (Calif.) papers. Since then he has made the Far East his home and a sure grasp of its problems his career.

He believes, incidentally, that the recall of General Stilwell marked a turning point in Chinese-American relations, destroying barriers of fiction which stood in the way of a realistic approach. In his mind the Communist-Kuomintang feud is full of delayed-action dynamite with possibly tragic post-war consequences. Americans who demand the realistic approach to China will henceforth follow A. T. Steele in the pages of the

Herald Tribune

#### III. Good Will Getters:

11. List of winners in a competition sponsored by *Goal Age* in cooperation with Solid Fuels Administration for War. The list comprises only the 43 out of the 116 award winners known to be users of Manhattan products. The memorandum suggests writing congratulatory letters to the 43 prize-winning Manhattan customers.

12. Good will card, on gold, coated, cardboard stock; measures 75/8 x 47/8 inches. The text, printed in blue

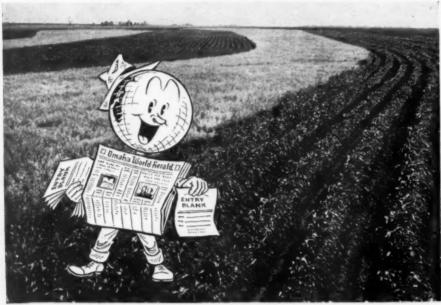
letters, paraphrases Owen D. Young's philosophic statement on good will, in these words: "The privilege of creating good will is in the hands of every one of us. It is the greatest intangible value behind our business. Never underestimate its importance in your daily relations with others. Anyone who will visit us—call us on the telephone—come to seek our aid—offers us the privilege of creating good will for Manhattan Rubber. Make full use of these opportunies."

13. "People, Products, Perform-

ance, in War and Post-war Industries." An illustrated, 36-page booklet, in blue, black and white, with information about the company: its role in the war, Army-Navy E awards; organizational set-up; officials; employe benefits and activities; plans for post-war; uses of products; principal trademarks; servicemen and plans for them. The booklet was issued to stockholders, customers and employes, as well as to distributors and their sales staffs.

#### IV. Miscellaneous:

14. Slides, to enable field representatives and distributor salesmen to give several one-hour talks on Manhattan, its products and their industrial applications. Each set. consists of 50 slides, prepared from Manhattan's file of over 2,000 original photographs, with material for text if desired. These slides were made available only recently, but response to them has been so good that the slide program is being expanded. They are being used at sales meetings. One branch manager wrote asking for extra sets, saying they would be valuable in helping war veterans taken on as jobber salesmen to learn about Manhattan and its products.



#### I'm Running the Dirtiest Contest on Earth

Dirt farmers throughout all Nebraska and southwestern Iowa are competing in The World-Herald Soil Conservation Contest. Prizes total \$5,000. Actually, rewards are far greater, in terms of thousands of acres of rich black "dirt" saved from erosion and ruin. In this contest, everybody wins.

Your own soil conservation experience may be limited to seeding a small front lawn. Nevertheless, you'll agree that a "soil-saving" contest, on an agricultural scale, must of necessity be so extensive that only a newspaper with statewide reader influence can hope to carry it through.

That's The Omaha World-Herald. In 103 counties, over 208,000 families, every other one in this wealthy market, read and respond to this one great newspaper! Something to think about—when making up your advertising schedule.

FREE —First Edition of World-Herald 1945
Consumer Analysis. Of considerable interest to all interested in this great market. Write
National Adv. Dept.



OWALES, AND OPERATORS OF EASIED STATISM YOME
National Representatives, O'Mara & Ormsbee, Inc.
New York, Chicago, Detroit, Les Angelos, San Francisco

NET PAID CIRCULATION JULY, '45 - Daily 208,710; Sunday 210,504

# RESULTFUL Direct Advertising

Planned, Created and Produced

by

D. H. AHREND CO.

has won

12

In The Last 3 Years

Consultation Without Obligation In N. Y. Metropolitan Area, Elsewhere No Charge Will Be Made For Consultation If Our Proposals Are Accepted.

#### D. H. AHREND CO.

52 Duane St., New York 7, N. Y. WOrth 2-5892

# Can We Avoid a Ruinous Post-War Inflation?

The Nation's stabilization chief thinks we can. But controls must be continued so long as demand is far outrunning supply. Best hedge against dangerous price increases is rapid reconversion to production of wanted goods at low prices to stimulate mass sales.

#### BY WILLIAM H. DAVIS

Director, Office of Economic Stabilization

ANY businessmen — and many other Americans—have the idea that "boom and bust" cycles during and after a war are as inevitable as acts of God. Periods of inflation and deflation have been looked upon as trials to be borne with patience and fortitude—but necessarily to be borne. Well, I do not agree. Inflation is far from inevitable after this war—if we take advantage of what we have learned and accomplished during the war.

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accomplished during the war.

I believe this despite the fact that pressures for inflation, which would push prices and costs to unsound levels, have actually increased since Victory in Europe. Needs for certain war materials—textiles, food, aviation

Victory in Europe. Needs for certain war materials—textiles, food, aviation gasoline, tires—were even higher for the one-front war against Japan than they were for the two-front war. As everyone knows, the demands on transportation facilities are greater than they were before Victory in Germany. This has caused a new tightening of the belt just when many Americans thought that V-E Day would be the occasion for relaxing

some of the controls over prices, wages and materials.

#### Self-Control Takes a Header

Psychologically, many people have let down the bars of self-control. Yet materials are nowhere near available to satisfy their desires. The self-restraint and wisdom which Americans have demonstrated all through the war is, therefore, now doubly nectssary. The buying mood is there, but the available goods are not. They cannot be for some time to come.

Think what would happen if merchants rushed out to build up their stocks, while people went on a buying spree. A pretty explosive situation is inherent in the resulting forcing

up of prices and the ever growing scarcities which would result. The record of the last war and its aftermath would be repeated. It would be inflation and everybody would suffer—as they did before, after a dizzy inflationary climb and shattering collapse

After the last war, more than half a million farmers lost their lands when farm prices, which had shot to spectacular heights during the war years, suddenly collapsed in 1919. Within two years, farm income shrank from \$9 billion to less than \$3 billion. The farmer could not meet his payments on land purchased at inflated prices.

More than 100,000 businesses closed their doors during the dark and bitter years of 1919-1921. Businessmen were caught with heavy inventories of goods they were compelled to sell at prices far below cost. Within the 12 months after the crash of 1920, American business took losses of \$11 billion on inventories alone. Savings and business reserves accumulated during the war were washed out.

Nearly six million workers lost their jobs. Factory payrolls shrank 44% and the average take-home dropped to \$20.50 weekly.

#### Danger Lies Afterwards

You cannot date an inflation as you date the beginning and end of a war. Most of the increases in prices and costs occurred after the last war. Prices rose almost as much in the 15 months after the Armistice as they had during the four and a half years of war.

ing the four and a half years of war.

During this war, this kind of precipitate rise in prices and wages has so far been prevented by the controls established by Congress and the President. Prices have been stabilized for more than three years. General increases in the level of wages have been prevented since the Economic Stabilization Act of October 1942. A report to the President on April 8, 1945, the second anniversary of the Hold-the-Line Order, declared:

"Notwithstanding the intense and accumulating strains of the greatest war production effort in history, the Nation's cost of living index today stands little more than 2% above its level of two years ago when the hold-the-line order was issued. . . . Wage



Copyright 1945 The Institute of Business Economics.

costs have been kept relatively stable and have not contributed any significant rises in the cost of living through pressures on production costs. Stabilization has been effective not only for the cost of living and wages but for farm and industrial prices as well. During the past two years, prices received by farmers and wholesale prices of industrial products have increased only about 2%. The record is clear that throughout the price and wage structure essential stabilization has been achieved."

The controls have proved their

effectiveness in maintaining a stable economy during wartime. They are our safeguards as we adjust to reconversion and post-war situations.

To assume in the face of this experience during the past war, that we must endure an economic collapse as soon as the war ends is to assume that the American people lack the intelligence and initiative to do in peace what we have accomplished in war. I, for one, assume the contrary. The people will protect their free economy in peacetime by utilizing—for the common good and with the common

consent—what we have learned in this war.

If we agree that the basic cause of inflation is simply a matter of a great many people trying to buy a very few goods—and having plenty of money with which to do it—then the remedy should be just as simple—production of those goods on a scale sufficient to meet the demand.

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This production should be made available at prices low enough to stimulate mass sales. High labor productivity and industrial efficiency will be necessary to support the large wage payments which are indispensable to mass buying power at the same time that management receives equitable incentive profits. That we can produce the goods is the great fact learned in this war. Our industrial machine made more war goods than the rest of the world combined. This new and greater production can satisfy our desires.

#### Impatience a Factor

It is not as simple as that, of course. Reconversion to civilian production is moving at a slower pace than the public's inclination to buy. Stimulated by glowing descriptions of new civilian commodities, many people with money in their pockets will be tempted to buy the first automobiles, refrigerators, or washing machines placed on the market.

There lies the danger and there lies the need for maintaining controls. The continued controls can turn the pentup desire to buy and the accumulated purchasing power represented from an economic danger into a great asset. It should never be forgotten that, properly controlled and released in orderly fashion, the waiting purchasing power can contribute to prosperity through the difficult period of transition and perhaps for some years after the war. The ingredients for an inflation really can be the prosperity tools.

Any controls imposed by Government over traditional economic liberties should be maintained only as long as they are needed. Their need, though great, is temporary to protect the Nation from an evil worse than regimentation—inflation.

I am not here offering any blueprint for prosperity. I am arguing against the pessimistic acceptance of disaster as inevitable. We have a choice—between doing nothing and marching ahead through decisive action. I believe the American people will look at their wartime accomplishments in production and economic stabilization and choose action. I believe they will decide that inflation is not necessary.



he product: the territory: the outlet: the salesmen: the sales experience. We're ready to put all five to work for you now. Here is finger tip distribution available through E. J. McAleer & Co., Inc., one of Philadelphia's oldest and best established distributors of nationally famous housewares, including Pyrex ovenware and the complete O-Cedar line.

If you have a houseware or allied product ready for distribution let the men of McAleer entrench it today in important consumer markets from Maine to Florida. McAleer salesmen are seasoned in sound selling experience. They know their markets and the department stores, hardware stores and grocery outlets that can serve you best in these markets.

Let McAleer finger tip distribution achieve important consumer acceptance for you today in preparation for postwar competition. We are ready to help you act quickly. Write today for further details. Your inquiry will be kept in confidence.

In addition to being a leading distributor of nationally famous housewares we are peacetime producers of McAleer Metal Kitchen Cabinets, Wall Cabinets and Wardrobes.



MCALER AND COMPANY, INC. 1422 N. 8th Street PHILADELPHIA 22, PA.

## Wine Advisory Board's Study Course Attracts Veterans

In two and one-half years, nearly 25,000 have enrolled in Wine Institute's seminars for the study of wine lore and wine salesmanship methods. Now more than 200 service and ex-service men are using it as preparation for civilian careers in the wine industry.

RIGINALLY set up to train new wartime personnel in background knowledge and merchandising of wine, a study course sponsored by the Wine Advisory Board seems to be making a strong appeal to returning servicemen seeking training or retraining for

peacetime careers.

When the war and war industries drained off some of the old experienced merchandisers of wines from the wholesale, retail, hotel, and res-taurant fields, the Wine Advisory Board provided both a correspondence course and a direct instruction course to encourage new personnel drawn into the business to acquire a thorough knowledge of the commodities they were selling, and those with an interest in wines to learn as much about them as possible. A series of booklets (described at the time in SALES MAN-AGEMENT, March 15, 1943) was prepared, giving a full, factual, condensed course in wine knowledge and wine selling. Supplementing this, Wine Advisory Board provided an instructor for a wine study course at the San Francisco Junior College, San Francisco.

#### **Concerning the Course**

The course is a branch of the hotel and restaurant study subject matter offered by the Vocational Training Division of the San Francisco Junior College. Its textbooks are the four wine handbooks used in the correspondence course referred to above, and the instructor is Wine Advisory Board's expert on merchandising. Specific information is gained by visits to leading hotels and restaurants which do a finished wine merchandising job.

The course is part of the Wine Institute's thorough and continuous program of education of personnel in the wine industry so that their approach to and technique of selling may accord with the traditions of the commodity. Up to June 30 of this year, the Wine Institute reports that 24,960 have enrolled in the wine study course.

Lately a new phase of the program has been developing, both in the cor-

respondence course and in the Junior College course of wine study. Wine Institute remarks: "For the first time in the two and a half years that the correspondence course has been in operation we have noted this month that a number of discharged members of the Armed Services returning to the wine field are eagerly taking up study to fit themselves for the postwar period."

#### Concerning the Enrollees

The first servicemen of World War II to enroll in the course include an ex-soldier returning to his job as salesman for a midwestern wine wholesaler, and a former assistant maitre d'hotel back from Europe and eager to return to his old post. Another, an officer wounded in the Mediterranean and convalescing in an Army hospital, is spending his spare time studying wines so that he may return to his pre-war job with a wine firm.

Wine Institute finds that the course is even more popular with men still in the Services who are planning to return to their wine trade positions upon release. So far, more than 200 soldiers, sailors, marines and merchant seamen, quartered in this country and overseas, have enrolled. Their letters indicate that they wish to prepare themselves for advancement in the wine trade when the war ends.

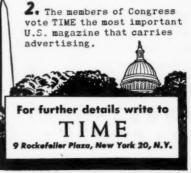
Those who complete all four of the non-technical booklets with their related examinations, are given certificates of merit, which represent the equivalent of graduation. The total number of persons, civilian and military, who have received certificates of merit so far number 5,000.

The address for enrollment information is Wine Advisory Board, 85 Second Street, San Francisco 5, Calif

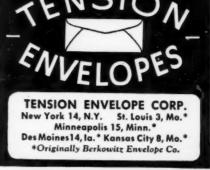
#### Calling All Surveys:

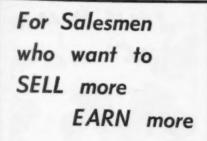
Thanks to the paper shortage, SALES MANAGEMENT is low on copies of the 1945 Survey of Buying Power. SM will buy back copies in good condition at \$1.00. Address the Circulation Dept., 386 Fourth Ave., New York 16, N. Y.

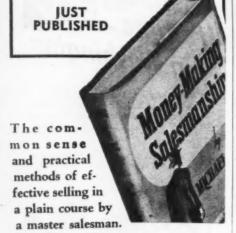












#### MONEY-MAKING SALESMANSHIP

By MICHAEL GROSS

President, Keystone Lithograph Co.

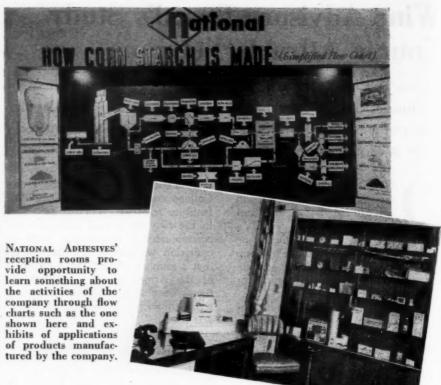
200 pages, \$2.00

HERE'S a 1945 manual of sane selling methods to help you build sound selling habits, lasting customer contacts, the money-making stability that pleases the home office and puts profits in your pocket.

- Written by a salesman of 30 years' ex-perience, its 200 pages avoid high-pres-sure, stunts, and fancy flourishes—give you the solid, sensible, down-to-earth instruction that you can use to nail an order from your first prospect tomorrow
- every phase of selling is thoroughly covered—learning the fundamentals, selecting prospects, pre-approach, what to say when you get in to see a prospect and how to say it, factors that help land orders and those that help lose them, how to demonstrate your product effectively, and how to close the sale.
- This is a manual to start the budding salesman right, on what to do, what to say, and what not to say, to get business—to help the veteran iron out the wrinkles of habit in his technique. Read it—test it—10 days free.

Send this Examination Coupon Now

MeGraw-Hill Book Co., 330 W. 42 St., N. Y. 18
Send me Gross-Money-Making Salesmanship for 10 days' examination on approval. In 10 days I will send \$2.00, plus few cents postage, or re- turn book postpaid. (Postage paid on cash orders.)
Name
Address
City and State
Company
Position



#### Reception Rooms Serve As Public Relations Tool

N ATIONAL Adhesives is one of the few companies we know of that is using its reception room as a tool of public relations-

and very intelligently.

At the company's headquarters in New York City, there are actually two rooms for visitors, an outer reception room and an adjoining inner room for private interviews. The outer room is pleasing in appearance, with easy chairs upholstered in red leather, desk and cabinet of walnut, and marbleized-square linoleum floor covering. It invites relaxation, with ash trays in easy reach, and a telephone on the desk. But it also provides an opportunity for learning something about the myriad activities of the firm.

At this writing there is in the walnut cabinet, behind glass doors which keep the dust out, an exhibit of some of the wartime applications of the adhesives and starch products manufactured by the company. They have been chosen with a view to fitting into National's selling program, which is designed to overcome the difficulty of catering to so many and such diverse markets. Executives of the company claim that it sells to practically every industry, sometimes selling several different products to one company. Among the items shown are: a blood plasma carton; a Red Cross food package for war prisoners; K-Ration cartons; shell and hand-grenade cases; First Aid kits; medicinal bottles, jars and ampoules-including tiny vials of less - than - an - ounce capacity. Also shown are items into the making of which went some of National's starch products, such as camouflage cloth.

An attractively designed wooden rack rests on the desk in the reception room. The phrase, stenciled on in black and red letters, "Current Literature," explains its purpose. There is a large central division for flat pagesize advertising reprints, with four smaller sections for stuffer-size booklets. In these are kept literature of fairly broad interest. But for the more serious investigator, there is a black leather portfolio containing an up-todate assortment of all the company's recent industrial advertisements.

The interview room adjoining the outer reception room is also comfortable. The major wall space is utilized for the display of a "simplified flow chart," on the subject, "How Corn Starch Is Made."

National's products fall into two distinct categories, starches and adhesives. It sells its output in bulk and aggressively promotes its industrial specialties, marketed under distinctive trade names. The company's adhesives are advertised to the packaging and converting trades: food, canning, bottling, drug, chemical and paper industries-to name just a few. This diversity of applications places upon the company the formidable burden of educating actual and potential users.

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For polishes, as well Protective cans for paint.....





Paper cups for in-plant meals......And kitchenware that's swell

# ARE ALL MADE BY CONTINENTAL CAN COMPANY

There isn't enough space here to describe all the things made by Continental today.

Our Paper Division alone, for examous makes not only paper cups but

Our Paper Division alone, for example, makes not only paper cups but paper and fibre containers of all types and sizes. And the products packed in these dependable, protective containers range from cottage cheese to chemicals. Making war products is the main job of all our divisions today, but when the war is won, keep your eye on Continental and on Continental's trademark. You'll be seeing the Triple-C on more and more quality products in industry and in your home. and in your home.

\* \* SALVAGE EVERY TIN CAN \*



Products and Divisions of Continental Can Co. 100 East 42nd St., New York 17, N.Y.

CONTINENTAL PRODUCTS: Metal Containers Fibre Drums - Paper Containers - Paper Cups Plastic Products - Crown Caps and Cork Prod-ucts - Machinery and Equipment,

OPERATING DIVISIONS: The Container Co.,
Van Wert, Ohio · Keystone Drum Company.
Pittaburgh, Pa. · Boothby Fibre Can Division,
Roxbury, Mass. · Mono Containers, Newark,
N. J. — Plastics Division, Cambridge, Ohio
Bond Crown & Cork Co., Wilmington, Del.
Cameron Can Machinery Co., Chicago, Ill.

FOREIGN SUSSIDIARIES: Continental Can Company of Canada, Limited. Sun Life Building. Montreal. Canada · Sociedad Industrial de Cuba, S. A., Havana, Cuba.

EYE ON CONTINENTAL - FOR PACKAGING AND PLASTIC PRODUCTS

"REPORT TO THE NATION," every week over CBS coust-s

Here's the latest in Continental's series of ads. Each message suggests how Continental's increased facilities and wider resources can bring you the most satisfactory all-round packaging service you ever had. you the most satisfactory ant-round packaging service you ever had. Look for this series full-color in leading national magazines—Time, Newsweek, U. S. News, Business Week, Fortune. Keep your eye on Continental, and on the Continental trademark, too! It stands for one company with one policy—to give you only the very best in quality and service.



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# The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?



BURNING BOTH ENDS OF THE CANDLE: By concentrating on national advertising of its Cohama Fabrics, Cohn-Hall-Marx builds up both trade and consumer acceptance, and also provides retailers with opportunities for tie-in promotions.

In this, the seventh of a series of articles\* by Mr. Cumming on the textile industry, the author discusses promotion by converters. He reviews and explains the highlights of policy in the brand merchandising of the Cohama, Ameritex, ABC, and Crown fabrics.

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BY
JAMES C.
CUMMING

John A. Cairns & Co. New York City

E have defined the converter as the "idea man" of the textile industry—the man who keeps his thumb on the pulse of manufacturer, retailer and consumer needs, buys grey goods from the mills and applies designs to them to fill those needs. By and large the converter has done a good job of identifying the fabrics he processes so the consumer can recognize them. In his sales promotion work he has one important thing in common with the mills. He needs the aid and support of the manufacturers who use his fabrics and of the retailers who buy from those manufacturers.

This support can be engineered in several different ways:

1. It can be arranged through outright purchase. The advertising subsidy used to be a common device through which converters persuaded manufacturers and retailers to mention the names of their fabrics in the advertising of the finished product. The Robinson-Patman Act helped to reduce the amount of cooperative advertising that was done, but it took the switch from a buyer's to a seller's market to deal it a death blow. Probably, though, it isn't completely dead,

and will return with all its viciousness when the war is over.

2. It can be brought about through goods allotments. This is the device of the seller's market, and is simply a matter of swapping advertising—which every manufacturer and retailer can give the converter—for goods, which are in tight supply and which only the converter can grant to the manufacturer, and through him to the retailer.

3. It will result from the introduction of sound promotional ideas that offer the retailer an opportunity and a reason for effective local promotion. These ideas can get the wanted cooperation entirely on their own, if they are strong enough, or they may be combined with subsidies or goods allotments.

Let's look at the sales promotional work of a few representative converters to see how they apply these principles of cooperation.

One of the largest converters is Cohn-Hall-Marx. In fact, this concern is so big that its two leading fabric groups are divided into what are, essentially, competitive camps: Cohama Fabrics are promoted through one division, Ameritex through another.

Cohama is a nationally advertised fabric; has been for the past four or five years. This advertising features both fabrics and finished garments. Most important is Cohama's "American Designer" series, based on the idea of having leading designers aid in the selection of the new colors. The advertising then features finished garments by these designers, and it is important to note that the designers names — not the manufacturers'—are mentioned in these advertisements.

The fact that Cohama has a national advertising program has put it ahead of most other converters' fabrics in both trade and consumer acceptance. What's more, the idea behind it gives the retailer a wonderful opportunity for tie-in promotion. A steady flow of promotional material goes to the stores that Cohama regards as of sufficient importance to warrant attention. This includes display material, newspaper

<sup>\*</sup> Previous articles in this series appeared in SALES MANAGEMENT for the following dates: April 15, 1945; June 1; June 15; July 1; July 15; August 1. Another will appear in an early issue. When the series is complete all will be reprinted in one

mats, advertising copy, bulletins for salespeople, and other selling helps.

The only manufacturers permitted to identify Cohama Fabrics are those whose products measure up to superior quality standards. Because of this strict censorship on the use of the Cohama name, footballing has been eliminated and the name goes to the better garments in medium and higher price

Ameritex was, until 1944, the trade name for Cohn-Hall-Marx' top quality printed cottons, and they were adver-tised and labeled as such. In 1944 the Ameritex program was expanded, and rayons and rayon-and-wool blends as well as cottons were included in it. This meant that Ameritex now covers fabrics for women's and children's wear, lingerie, bridal gowns, men's shorts, slacks and sportswear, and curtain and drapery materials.

Three points are considered in awarding the Ameritex name to a

Cohn-Hall-Marx fabric:

1. What is the construction and quality of the cloth? Each fabric must pass the inspection of an eagle-eyed board of textile experts as to style, color and pattern as well.

2. What is the fabric's end use? It must be practical and satisfactory for the end use for which it is planned.

3. What manufacturer will use it? Only garment manufacturers with high standards of quality in style and workmanship are offered Ameritex fabrics.

#### Ameritex Supplies Tie-Ins

Once a fabric is accepted as being of Ameritex quality, the manufacturer who uses it is supplied with Ameritex sew-in labels, and with Ameritex hangtags giving washing and dry-cleaning instructions and explaining the quality control behind the fabric.

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Ameritex advertising is designed primarily as a background for retail tie-ins, and has been highly successful in getting them. It is generally in four colors, and may feature finished garments or swatches of different Ameritex fabrics. Generally it promotes a single Ameritex fabric such as Americool, Ameriglo or Swissdown.

An example will show clearly how carefully Ameritex integrates its sales promotional work with the retailer. Early this year an Americool promo-tion was executed. Americool is a fabric woven from a new, fine denier high-tenacity rayon staple produced by American Viscose, and the American Viscose green light disc was used prominently in all phases of the Americool promotion.

A dress made of Americool was designed by Claire McCardell, and featured in advertising in fashion magazines. It was sold to one store in each city; the store that bought the dress received a complete promotional kit that provided all the tools needed for thorough exploitation of the selling points of the fabric and the dress. In addition, publicity photographs and releases sent to the local press were used liberally.

A similar technique is used for the promotion of all Ameritex fabrics. It was used for promoting Swissdown, in cooperation with Brides Magazine. Here the bridal designer of Jay Thorpe was credited and the magazine featured the Swissdown dress editorially, tying it in with trousseau merchandise from several manutacturers. A national advertisement featured the dress, and kits were sent to the stores that bought it. Similarly, another Ameritex promotion featured lounging pajamas by a Chinese designer, in the Oriental Sapphire colors originated by Chen Yu.

Will stores continue to promote Cohama and Ameritex fabrics when textiles are again plentiful? Obviously they will if the names are important



## COAL MINERS are prosperous!

Soft Coal Mining is really "going to town". Demand exceeds production and Coal Miners in the great Bituminous Coal Fields in the Johnstown Market are making good money. Coal Mining and the production of Steel are Johnstown's Basic Industries. The demand for both products will continue unabated after the war and the earnings of Johnstown Miners and Steelworkers will be spent as heretofore to purchase the products they see advertised in their newspapers.

JOHNSTOWN ONE OF THE ELEVEN METROPOLITAN AREAS IN PENNSYLVANIA.

CITY 108,485 ZONE

RETAIL TRADING ZONE 345,869

These Two Alert and Progressive Newspapers Have Virtually Complete Coverage in the Thriving Johnstown Market.



to their customers, and just as obviously they won't give them the volume of advertising they are providing to-day. To offset the disappearance of "back-scratching" that will occur when a buyer's market resumes, Cohn-Hall-Marx will doubtless be ready with other plans. There can be no question of the smartness of the plan of campaign that is now in operation, or of the fact that most retailers will welcome its continuance in post-war years.

For an example of sound promotion by a converter, in normal times, look at the work that was done between 1935 and 1940 by Arthur Beir & Co., converters of ABC Percales. This firm climbed on the back of a Government promotion for increasing the safety of school children and the resulting tieup was excellent, both for the children and for Arthur Beir & Co.

The Department of Agriculture staged a campaign to the effect that "children should be seen and not hurt," and emphasized the value of dressing youngsters in brightly-colored clothes. This suggestion was taken to heart by Arthur Beir & Co., and ABC's Percale output for the Fall of 1936

was concentrated on vivid-toned prints. These were checked by the U.S. Testing Co. to verify their high visibility under normal traffic conditions. Leading commercial pattern companies were brought into the promotion under the Department of Agriculture's slogan, and ABC Safe-T-Tone Prints were advertised in color in Parents' Magazine and in the pattern publications of Butterick, McCall's, Pictorial Review and Simplicity.

During the five years that Safe-T-Tone Prints were promoted, ABC Percales practically dominated their field. Educators, safety engineers and traffic officials were generous in their endorsement of the movement. Retailers were quick to recognize the "children should be seen and not hurt" idea as a means to make their fabric departments an important force in their communities. They devoted hundreds of window displays and newspaper advertisements to the promotion, and a number of fabric departments conducted safety clinics with fashion shows featuring ABC Safe-T-Tone Percales.

#### Mothers Like Campaign

Mothers all over the country wrote to express their gratitude to Arthur Beir & Co. for pointing out the re-lation between bright-colored dresses and the safety of children, and declaring their loyalty to ABC Safe-T-Tone Percales. Not only did the promotion serve to sell millions of yards of fabrics, it made ABC a household word.

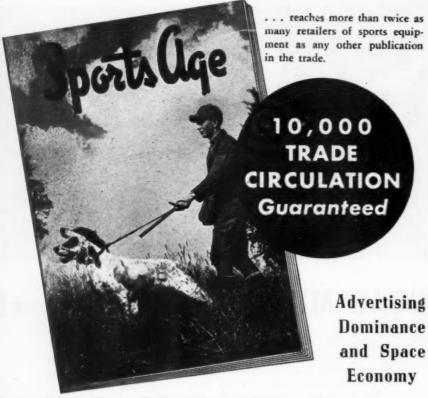
But then the promotion was dropped. And such is fame, ABCwhile still important in the trade—has practically been forgotten by consumers.



HOLD THE Grab a handful of DIESEL profitable business now.

Diesel Progress reaches MARKET key men in this fast moving industry. IN YOUR Equipment and Supplies are being pur-A N D chased NOW.





# Combined with Complete Complet

More than 2000 stores that are devoted exclusively to the sale of sports equipment.

More than 900 Department and Chain Stores with sporting and athletic goods departments.

More than 2400 Hardware Stores selling sporting goods.

More than 2800 drug, stationery and college stores selling sporting goods as well as specialized tackle, gun, golf, tennis and ski shops.

Write for Market Survey

260 Fifth Ave., New York 1, N. Y.

BUSINESS PUBLICATION OF SPORTING, ATHLETIC & WHEEL GOODS MERCHANDISING

GEYER PUBLICATIONS-Publishers Since 1877-Also Publishers of: THE GIFT AND ART BUYER ... GEYER'S TOPICS ... OFFICE EQUIPMENT DIGEST .

# Here's the INSIDE Story

# Booth Michigan Market

Inside this peninsula, studded with myriad, diversified, permanent industries ... abounding in rich, productive farms . . . is a dependable responsive market. Great Lakes north, ea and west make the Booth Michigan market th most "set apart" market in the United States The compactness of this well-defined market and the vastness of its industrial and agricultural wealth combine to provide a land of opportunity for advertisers. This market can be reached effectively and completely only from the inside - through the eight Booth Michigan Newspapers, going into more than 360,000 homes daily with one of the highest (97.8%) home delivered circulations in America. Even with wartime restrictions you can use Booth Michigan Newspapers with a minimum of restrictions.

For more information on Booth MICHIGAN Markets, ask:

Dan A. Carroll, 110 East 42nd Street, New York City 17 John E. Lutz, 435 North Michigan Avenue, Chicago 11

# BOOTH Michigan NEWSPAPERS

GRAND RAPIDS PRESS · FLINT JOURNAL · KALAMAZOO GAZETTE · SAGINAW NEWS JACKSON CITIZEN PATRIOT · MUSKEGON CHRONICLE · BAY CITY TIMES · ANN ARBOR NEWS Several converters have taken advantage of today's conditions to elevate their status in the industry. One of these has done a very intelligent promotional job—Crown Fabrics Corp. This firm formerly sold low-end fabrics, and we mention them here because of the way they have used promotion to trade up, and because their promotional work has been done entirely during the years of textile shortages.

The Crown promotions were based on a single "hook," the name "Crown Soap 'N Water Fabrics" and the creation of a functional tag to dramatize that name. The tag actually has a small clothespin on it, and the slogan "Look for the Clothespin Tag" has been extremely publicized by Crown.

Crown Fabrics backed their Soap
'N Water Fabrics with trade advertising and with consumer advertising in
the fashion magazines. The bulk of
the promotional lead, however, they
left to the manufacturers and retailers.
The key they used to unlock this cooperation was fabric allotments.

In order to get Crown Soap 'N Water Fabrics, the manufacturer had

to agree to promotional cooperation.

1. He pledged himself to use the Clothespin Tag on finished products.
2. He agreed to use a sewn-in

Crown Soap 'N Water label in each garment.

 He laid out a schedule of Crown Soap 'N Water advertising over his own signature and at his own expense in business publications.

4. He pledged a similar advertising campaign in national magazines.

5. He agreed to arrange for local newspaper advertising on Crown Soap 'N Water Fabrics by the retailers to whom he sold his products.

He arranged for retailers to display the name Crown Soap 'N Water Fabrics in their windows.

All this promotional work was policed very carefully by Crown Fabrics. They even went so far as to insist on getting advertising layouts in the rough for approval before their manufacturers inserted any advertising in accordance with their agreements.

As a result of this promotion Crown has moved up into a decidedly better bracket. Tripler, for example, is among the retailers selling shirts of Crown Soap 'N Water Fabrics.

#### Will It Continue?

Whether this type of promotion can be continued when the war is over is something that time alone can tell. If the trading of goods for promotional assistance hasn't been carried too far; if manufacturers and retailers haven't been antagonized by the converters' insistence on it, there is a good chance that some of it, at least, will "stick."

Retailers will promote names that are important to them, and the retailers themselves have made names such as Crown Soap 'N Water important. But we have seen in the case of ABC how quickly that importance can disappear.

It is a fact that converters have taken advantage of today's conditions in order to get promotional cooperation. They have done so more than any other group in the textile industry. Whether they have been smart in pursuing this course will be shown when the shift from a seller's to a buyer's market occurs. At that time the smart converters will take up the promotional load themselves.

#### Opportunity for Sales Manager

47-year old firm, distributors of tobacco, drugs, confectionery and general merchandise, offers exceptional opportunity to experienced sales executive. Work entails both purchasing and selling, including promotion and developing of new lines. Address Box 2173, Sales Management, 386 Fourth Ave., New York 16, N. Y.



# THESE AND OTHER LEADING ADVERTISERS KNOW IT. THAT'S WHY THEY'RE USING TIMES-DEMOCRAT SPACE IN 1945

Folger's Coffee
Old Dutch Cleanser
H. J. Heinz Company
Standard Oil (Indiana)
Oakite
Canada Dry

Kellogg's All Bran El Producto Cigars Pillsbury Flour Continental Oil Co. Heileman's Old Style Lager Beer Pabst Blue Ribbon Beer United Air Lines Hilex Falstaff Beer National Biscuit Co. Dutch Masters Cigars

The fact that 305 national advertisers have already scheduled space this year in the Times-Democrat proves these papers are a <u>must</u> in reaching this prosperous, active market of over 200,000. For years, the list of those using space in the Times-Democrat has read like a "WHO'S WHO" of successful advertisers. Be sure to include the Times-Democrat on your next schedule.

Remember The Times-Democrat are essential if you don't want to miss the largest and wealthiest of the Tri-Cities and the shopping heart of the entire trading area. Remember, too, that only the Times-Democrat have substantial home delivered circulation in all <u>three</u> cities and the surrounding rural areas of both Iowa and Illinois.





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## SIGNS OF LONG LIFE\* QUANTITY BUYERS

The World's Largest Manufacturer of Signs

### NOW IS THE TIME

FOR ALL GOOD SALES MANAGERS AND ACCOUNT EXECUTIVES to Come to the Aid of Their Advertising Program.

Leading merchandisers and national advertisers today fully realize the importance of the part played by a successful sign program. It affords the surest way of making other forms of advertising pay out.

Artkraft\* signs increase sales 14.6% and make national advertising 5 times as effective, by actual audited research. Ask us for the proof.

Expanded plant facilities, most modern equipment. streamlined production methods, and concentration on quantity orders permit us to now offer the finest signs ever produced at the lowest cost in history.

#### PRODUCTION HAS STARTED

We Are Now Booking Quantity Orders.

Place your order at once in



order to get a good position in our production schedules.

Ouick delivery is foreseen, especially to customers ordering the same signs as before the war.

Artkraft's\* exclusive fea-





tures include Porcel-M-Bos'd letters (raised out of the heavy sheet steel background by patented process, and 75% more attractive and readable); 999/1000% perfect neon (actual average record); Galv-Weld frame construction (no rust, no vibration); and 10-year guaranteed porcelain enamel.



Thousands of Artkraft\* signs everywhere today — a substantial part of which have been up for many years, all since before the war - are proof of their superior quality.

### THE ARTKRAFT\* SIGN COMPANY

Division of Artkraft\* Manufacturing Corporation



1000 E. Kibby St. Lima, Ohio, U.S.A.

\*Trademarks Reg. U. S. Pat. Off.

THIS COUPON FOR YOUR CONVENIENCE 

THE ARTKRAFT' SIGN COMPANY

Division of Artkraft\* Manufacturing Corporation 1000 E. Kibby Street . Lima, Ohio, U. S. A.

Please send, without obligation, full details on Art-kraft\* signs.

() We are interested in a quantity of outdoor dealer neon signs.

() We are interested in a quantity of Porcel-M-Bos'd storefooth.

storefront signs. Name

Firm City ......



Trimz Co., Inc., designed this versatile display to fit any size wall-paper department. Samples are pasted on front and back of the screen.

# Campaigns and Marketing

#### Trimz—for the Trade

Trimz Co., Inc., Chicago, manufacturer of ready-pasted wall paper and "Kut-Outs," is offering to the trade two specially designed display units which, it is claimed, have marked advantages over old-time display methods. These are:

For wall paper: In the form of three hinged panels, each  $6\frac{1}{2}$  feet by 55 inches wide, or  $6\frac{1}{2}x14$  feet over-all, both sides of each panel carrying samples. The dealer obtains the unit with a "master display deal" which involves the purchase of 12 boxes of each pattern. Thirty additional boxes, free, net him a return equivalent to the cost of the display.

For Kut-Outs: The display measures 33 inches high, 24 inches wide and 18 inches deep. Kut-Outs are kept in a box which fits back of the display to prevent damage from handling or pilfering. The display is compact and sturdy and devised to be

attractive from any angle.

Wall paper displays are often cumbersome and bulky, using valuable space. This, for example, can be used in closed triangle form to make an island or it can be placed around a post. Equipped with hooks for hanging, it can go against a wall, or it can be put in a corner or around a corner. Each wall paper design is clearly marked with name and number for ease in ordering. The middle section has a pocket which holds literature—also recommendations for color schemes and information on quantities needed for rooms of various dimensions.

The Kut-Outs, like other Trimz

products, are coated on the back with a patented adhesive, are washable and fade-proof, and are easily applied by any amateur decorator. Each comes on a sheet, about 6x7½ inches, and is scored so that it can be "popped out" of the background. Most designs consist of three pieces.

Among these are bright fruit designs, gay floral and provincial patterns, and attractive juvenile types including two Walt Disney patterns. They can be used to add a touch of color to accessories such as cabinets, trays, coasters, place mats, toys, furniture, jars and bottles, vases, mirrors, book covers and wastebaskets. Kut-Outs are on sale in department stores, paint and hardware stores, and syndicate outlets.

#### Radio Shifts to First

The reconversion wheels have already started rolling. One of the first branches of industry to get the green light, enabling it to shift into first gear, is the radio industry. Two manufacturers are putting their houses in order for the job of replacing the worn out radios of the country, and one of them is ready now to start meeting the pent-up demand. John Meck Industries, Chicago, announces that it is inaugurating its post-war distribution technique by shipping, sometime within the first two weeks of September, a radio and promotional kit to every dealer on its list. These sets, containing the first production of the company-a five-tube AC-DC Superheterdyne table model set in a plastic cabinet which is expected to sell for less than \$20-will be shipped to dealers by air express and by fast mail. The kit also contains a ribbon display piece for windows, a package of advertising material with streamers, posters and folders, advertising mats and publicity stories, price tag, and a dealer order blank.

The company is attempting to be first in the field with a sales promotional plan and to be, in addition, the first with follow-up deliveries and sales procedure. The first of its offerings, a miniature five-tube table model finished in white and red plastic, and styled by a leading New York City designer, has been named "The Trail Blazer."

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Monsanto is breaking it gently to the gullible who believe all they read.

SEF

MILLON

# FOOD SALES

Only five Texas markets have greater food sales. \$2.30 out of each 100 Texas food dollars come from the prosperous homes on this strange Main Street. Valley City is one of Texas' most important food markets.

#### 1204 GROCERY STORES

There are 152 chain units and 1,052 independent grocery outlets in Valley City. This dealer group spells opportunity for the expansion of well advertised, quality food products.





The homes of Valley City read the newspapers of the Rio Grande Valley Group:

The Brownsville Herald (E) The Harlingen Star (M) The McAllen Monitor (E)

Published locally, the circulations of these three units overlap with almost no duplication . . . each starting where the other leaves off.

The three papers have a common ownership...Leo E. Owens and his associates. A single National Advertising Department serves advertisers throughout the entire Valley City. The Texas Daily Press League represents the group nationally.

The Rio Grande Valley Group represents the key to sales development in Valley City... 42 communities... 185,400 population... \$62,000,000 retail sales.



# MILLION

# DRUG SALES

Only six Texas drug markets have an important lead over Valley City in drug volume. Nearly \$2.00 out of each one hundred dollars in Texas drug sales are made in Main Street drug stores. Valley City is a major Texas drug market.

#### 72 DRUG OUTLETS

These outlets serve the 185,400 people in Valley City. Astute advertising and aggressive sales promotion quickly reflects itself in the sales of these stores — and the advertisers' profit.

> Send for

#### THE SAGA OF THE STRANGEST STREET IN AMERICA

It's an eye-opener if you don't know and understand the Valley City on the lower Rio Grande. A helpful guide for agency executive, advertising manager and sales director. Above all...it's fascinating reading...this story of a Strange Street that is 65 miles in length, yet only 20 marketing minutes long. Write Jack Cronenwett, Rio Grande Valley Group... Harlingen, Texas...or the nearest office of The Texas Daily Press League, Inc.

## · NINTH IN RETAIL SALES IN TEXAS

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The Radio and Television Division of Bendix Aviation Corp., is putting a coast-to-coast advertising campaign on poster boards to promote its forthcoming line of AM and FM radio receivers and radio-phonograph combinations. The campaign will cover more than 140 of the Nation's metropolitan centers. This is in addition to the intensified national merchandising program, now being seen, which includes national magazines, business papers, and radio advertising. The campaign emphasizes versatility of styling in the Bendix line.

#### Stocks for the Informed

For the first time in its history the New York Stock Exchange will undertake an advertising program—and on a big scale. What lay behind its decision could be any of a number of things—or a combination of them all. For one thing, never before in the history of this country has the little man had so much financial reserve, nor has he been more confused as to where to put it. Surveys have shown that he wants a new automobile more than anything else. Other surveys proves that he prefers a television set. There are as many answers, almost, as there are surveys. The Stock Ex-change wonders, no doubt, if he wouldn't just as soon put his reserve into stocks and bonds-provided that it can educate him stock-wise and shake him of his trepidation at the mention of stocks. Too long, the Exchange feels, has John Q believed that stocks were the playthings of the

The Exchange's messages will try to open John's eyes. Advertisements are scheduled to appear in more than 400 daily newspapers with a total circulation in excess of 38,000,000.

Emil Schram, president of the Exchange, says that messages will seek to acquaint the public with the services and economic functions of the New York Stock Exchange. will, he adds, warn the uninformed,



To show the double function of its new Automagic washing machine, as well as its appearance, Thor took a picture. In the middle is the actual machine. Right — machine with dishwashing tub in place. Left — with the clothes.

the reckless, and those who cannot afford to take the risks inherent in the purchase and sale of securities, to stay out of the markets.

#### **Promotion for Hats**

With the Pacific war ended, the promotional plans, adopted in January as "a post-war program," have been authorized by the Hat Research Foundation. The hat industry feels that now it is in a position to undertake preliminary activities-getting the full-scale promotional program under way within six months.

Plans are being coordinated and supervised by the Institute of Public Relations, Inc., which prepared the overall program adopted by the industry seven months ago. Advertising, merchandising and research appropriations have been designed primarily to place new selling techniques in the hands of the retailers. An annual budget of between \$300,000 and \$400,000 has been set up with this purpose in view.

This is the first time, says Harry McLachlan, president of the Foundation, that the hat industry has banded together in an advertising, educational and promotional effort.

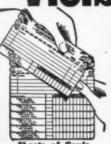
The industry stresses the fact that it feels it cannot sit back, counting on a flash increase in business because of the men returning to civilian life, needing hats. This is a long-range program with an aim at eliminating the peaks and valleys which have always characterized the industry.

#### Deepfreeze Beats the Mob

Before the war home freezing units were practically unheard of. Some farmers had them; institutions were beginning to install them-but the public itself neither understood nor cared to investigate. It remained for the war and resulting food shortages to awaken potential customers to the myriad advantages of a home freezing

So great is the interest in this appliance that scores of manufacturers are planning to enter the business as soon as reconversion is really under way. Deepfreeze Division of Motor Products Corp., one of the pioneers in the home freezer market, is jumping the gun on these potential competitors with its announcement of an expansion and modernization of its factory facilities in North Chicagocost, \$1,800,000.

Deepfreeze will promote its units with heavy advertising under the direction of Leo Burnett Co., Inc., Chicago.



Quick Durable Portable

25 Card-Sheets Show FACTS on 500 Cards Use Cards only. Join together. File sheets of Cards on edge in correspondence folders -Half inch visible margin. Send order. 500 Blank Cards 6x4 inch \$3.45—10x4 \$5.30 500 Printed Cards 6x4 inch \$6.70—10x4 \$8.50 Use Visible Indexing, Color Signaling, Visible Tabulation of vital information. Ten years national use. Send no money. Satisfaction Guaranteed. Write for Catalog

Ross-Gould Co., 345

Ross-Gould Co., 349 N. Tenth ST. LOUIS

Sales

Stock

Ruled

Credit

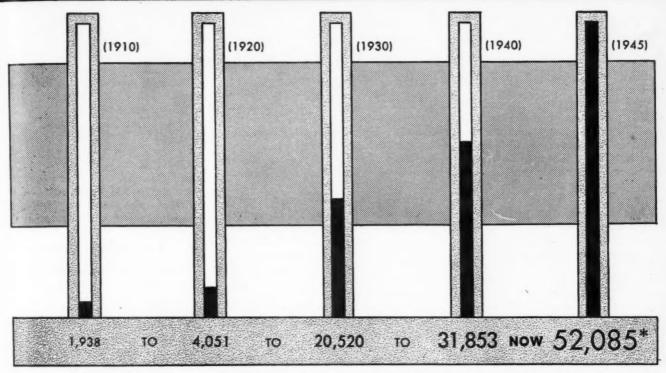
Payroll

Purchase

# HERE'S THE JACKPOT QUESTION!

What is it that has gone up but is not going to come down?

(Last year's payoff - \$179,164,000)



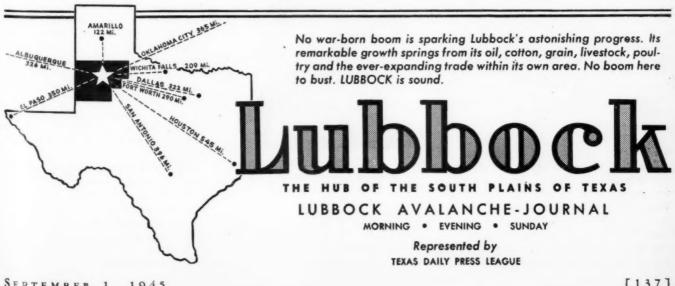
#### \* WHY WE DON'T TELL ALL

1945 Ration book figures give LUB-**BOCK CITY ZONE** some 60,000 population. To discount any "war inflation" we stand on the old figure . . . 52,085.

YES, Lubbock's story reads like a "believe it or not"—another "rags to riches" real-life romance. For in little more than two decades, this one-time "tank town on Texas prairie" has come to its present position as the metropolitan center of a great thriving area—the South Plains of Texas.

Lubbock's growth has been inevitable—and will continue to be so. For fertile land, mineral resources and rapidly developing industry will draw on vast sections, still undeveloped, for great future progress.

Lubbock is a jackpot answer. It has gone up—is still going up. It's a blue-ribbon market for advertising dollars to develop.



## Physical Fitness: A "Must" For Efficient Sales Leadership

Sales executives face a period of terrific mental and physical strain. Only by guarding their health, learning to relax, and sensibly controlling the daily work routine can they hope to maintain efficiency and contribute to a high state of morale for their men.

ALES management is tacing the greatest opportunity it has ever had—and its hardest test. Its future place in top management will be determined by how well it does this job.

War production has opened our eyes to new goals in employment. To attain those goals, there must be new standards in selling. Sales management will be called upon to furnish the organization, leadership, enthusiasm, inspiration, balance, knowledge of product.

More than ever, what he learned in college will be necessary to the sales manager. If he is going to lead people, he must keep physically fit, especially if he is going to lead them in selling. That is an emotional reaction. The sales executive must be able to inspire his team, to pull it out of a low spot.

At college, I majored in baseball. Then I left school, joined the National League as a pitcher, and at the coming of World War I, I enlisted in the Army and became a first lieutenant. Athletics and the Army both stressed the importance of physical training to keep the body ready for sudden demands. There was the advantage of training with others, following the rules to play the game with your team. And as an Army officer, I was responsible for my company's physical fitness.

#### It's Easy to Slide

It is not so easy to continue training later in life when one has to hold to the rules alone in the prolonged strain of business. The temptations to break training are many. There is no trainer to discipline one—unless one submits to a doctor's periodical examinations.

On leaving the Army, I went to work as a salesman for my present company, and before there was time for the lack of training to show, I was put in charge of other people who looked to me for leadership and inspiration. Now I was the trainer responsible for the team, and the game was selling. I had to be very careful of my attitude toward my play-

ers. I had to have a reserve of vitality to meet their demands as well as my own. It was plain that the foundation of this vitality must be good physical condition.

I promptly selected a physician to give me a thorough physical check-up, at first yearly, and then every six months. For 20 years the same doctor has attended me, and when he issues orders I obey. But the orders have not been many, and the prohibitions fewer. Chiefly, I have to watch a tendency toward overweight, and I correct it with moderate diet changes and exercise.

Easier to take, and given much more often than orders, are practical suggestions for easing the tensions of the business struggle, such as not worrying about more than one thing at a time. If I have several pressing worries, I put them on priorities and make them stand in line. Concentration is a most valuable tool in business. Worrying about many problems tends to distract and scatter the mental powers.

If I were hiring sales managers, I'd want to know one thing about each candidate: What sort of fellow is he



As told to James H. Collins

BY
A. T. DANIELSON

Vice-President, Barker Bros. Los Angeles to go in and talk with. Do his men avoid going into the lion's den? Or do they like to talk with him?

Before a sales manager can hope to get the most out of salesmen he must have a pleasing personality. A bad-tempered sales manager will not be able to stay in the race for postwar business. Poor health has probably ruined more good personalities than any other one thing. It can creep up on an executive imperceptibly, if there is no one watching his physical well-being and prescribing remedies which will relieve tension and preserve health. Within a few months a sales executive who has been a leader and an inspiration can turn into a scold.

Salesmen need a friendly leader who likes people, and is ready to listen to their problems. They even like discipline from such a leader, because it is given in a friendly spirit for their own good. They simply cannot give their best to a sharp, saccastic manager. Bad personality so often means bad health that the majority of cases could be corrected by following a few simple rules:

#### Five Aids to Health

1. Have a physical check-up at least once a year; twice is better. There is an advantage in going to the same physician.

2. Follow orders. The doctor is your trainer; his job is to keep you playing your best.

3. Learn to relax by ignoring things that annoy you. Resentment and fretting over petty annoyances is more likely to occur when physical health is below par.

4. Relax by reading books that ease the mind. Personally, I like travel books, biographies, and occasionally a good detective story with a tight "who-dun-it?" plot. Not long ago a writer of such stories confessed to me that the general principle of the plot is to tell your story backward, and he added that it was amusing to see people with fine minds, like judges and engineers, get hold of the reversed story and puzzle out its problems.

 Cultivate a hobby that will take your mind off business when you leave the office. It may be collecting postage stamps or growing flowers, or something social such as lodges or clubs.

Finally, I have a recreational program—a regular vacation away from it all, never postponed, no matter what the pressure—and cultivate living on the sunny side of the street, with a big, good-natured smile which comes from good health, and attracts and inspires people.



VISUAL TRAINING AIDS for the Armed Forces, devised and produced by Einson-Freeman: 1—Training Sextant...
2—Compass Trainer...3—Pocket Blinker...4—Semaphore Trainer...5—Aerology Charts...6—Azimuth Finder...
7—Rifle Sighter...8—Graphic Portfolios...9—Flag Hoist Trainer.

# War Production...

The lithographic industry made an essential contribution to the war effort with needed charts, maps, manuals and technical literature.

Einson-Freeman found opportunity for additional service in contributions to the solution of urgent training problems... with training aids reflecting long experience and proficiency in graphic persuasion and presentation.

These exhibits also indicate an attitude and approach to problems that may suggest Einson-Freeman's utility in coming sales programs. Inquiries are invited.

# Einson-Freeman Co., INC. . Live & Learn Lithographers



# ER ROUND TABLE

If You've Written a Letter That Gives "Extra Satisfied" Feeling, Send It in. It May Win a Round Table Prize.

#### Re-Building Good Will

Goods and manpower shortages, disloca-tions in service, delays, and sheer war nerves have all combined to generate an unholy amount of ill-will for thousands of companies. Never before, perhaps, has it been so necessary to take every opportunity to re-establish friendly contacts with customers and prospects.

Here's a sample of a letter from J. W. Wilson, divisional sales manager, Borden's-Poinsettia Dairy, Division of The Borden Co., admirably designed to this end: "Good Morning!

"In the rush of these difficult days, I wonder sometimes if we have made you truly aware of our deep appreciation for your patronage?

"Like most businesses today, we very often have greater demand for some of our products than we can possibly supply. Why? Well, like so many other folks in business today, we have problems of transportation, manpower, Government limita-tions or restrictions and countless others. As a result, there have been times when we were unable to serve you and others as we would like to serve you.

"Your patience and consideration, your attitude of complete understanding, despite these many difficulties has been most help-ful to us. Loyal customers are, of course, the very foundation of our business.

'So, our most sincere thanks to you for your patronage and the privilege we enjoy through serving you. We pledge ourselves to continue our responsibility—to serve you to the very best of our ability.

"P.S. The enclosed copy of a recent ad indicates our earnest desire to help you tell the story that we all must tell today. Won't it be great when final Victory comes, the boys get home, and we can all get back to those good old peacetime ways of doing business?"

#### Friendly-Neighbor Policy

There's often a great deal of charm in simple letters—the kind that sound as though a neighbor is sticking his head in the back door and making a comment or asking a question. Here is such a letter, bidding for inquiries, sent out by Eileen Clifford, Crystal Tube Corp., Chicago. "During these many months of material shortages—we've had to write 'no' letters

so often that this opportunity to turn about and write a 'yes' one finds us rather at a loss for words.

"Today is really a 'yes' day thoughone of our glassine printing presses has been wearing a quizzical—if inky—expression all morning. As if to say 'I'm catching up-you'd better get me some more orders for PRINTED GLASSINE CANDY

"So here we are—at your service with excellent service on bleached and opaque glassine candy wraps-plain or waxed one

"May we quote on the printed glassine wraps you use? We'd welcome an inquiry from you and know that you would be well pleased with our products and serv-

#### Seasonal Sales Punch

If your business is seasonal, you may find an idea in this letter written by John M. Palmer, sales manager, Lee Clay Products Co., Inc., Clearfield, Ky. It has a nice feeling of informality, almost a complete absence of the "hurry-hurry" feeling, yet it carries sales punch:

This is a funny letter to write urge you to buy when we are already from two to four weeks behind on shipments. But, that is just the reason we are suggesting that you make up your order now for Flue Thimbles, Stove Pipe, Bonnets, Bottoms, Septic Tanks, Grease Traps and Grate Backs.

When the frost is on the pumpkin and the corn is in the shock, the demand always increases for those cold-weather items and you want to have your stock in good shape when your customers demand service.

We have complete inventories now so that reasonable shipment can be made, but when the Fall rush begins delays will be the rule.

#### ROUND TABLE PRIZE WINNERS

J. W. WILSON Div. Sales Manager
Borden's Poinsettia Dairy
Tampa, Fla.

W. C. SNYDER Acting Sales Manager Presstite Engineering Co. St. Louis, Mo.

> ORVILLE E. REED Detroit, Mich.

"Why not make up your order now for Thimbles, Stove Pipe, Bonnets, Grate Backs, Septic Tanks and Grease Traps? Mail it along in the enclosed return envelope and avoid the rush." 1

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#### A Sales Boost for G.I. Joe

Another simple idea, used to build goodwill and to prepare the way for the return will and to prepare the way for the return to his territory of a salesman now on military duty, is used by Spartan Saw Works, Inc., Springfield, Mass. The com-pany reproduces, on its letterhead, a few handwritten lines from a letter, with just

"S/Sgt. Emerson Hooker, Spartan representative in your locality, and now in the Armed forces, recently wrote us from

"I sure appreciate the fact that so many of my good friends have stuck with me while I've been in the service. Such loyalty is part of the whole set-up that millions of the boys are facing death for every day. Say hello of them for me, and as soon as it's all over I'll be back on the job and hot after the business for them all'."

#### **Courtesy Counts**

If you were champing at the bit and frothing at the mouth over an undelivered order of merchandise, wouldn't you feel better if you received this letter from the supplier?

M. F. Ruffle, sales manager of Henry &

Henry, Inc. wrote this one:
"Your order for 12 gallons VANOLA
was given us on March 12th. Here it is
June 28th and you haven't received it yet. We apologize!

"You have heard so much about shortages and the fact that because the government is taking large supplies of vanillin there is none available at the moment. You have heard that the container situation is very difficult, so we aren't going into detail about all that.

All we want to say is that your order is going out no later than July 5th. We have been able to secure small allotments of raw materials, and we are making shipment of your order in rotation—first come, first served. We are sure that is the way you treat your customers, and that is the kind

of company you like to deal with.
"We know you will feel that when
VANOLA does reach you, it is well worth
the waiting for. Right??"

## Predicts Higher Quality, Wider Lines, in Southern Retailing

The sales director for the \$14,000,000 Interstate Electric Co.'s 116 stores believes Southerners will not revert to the purchase of great masses of shoddy merchandise. IE stores now carry 14,000 items, expect to handle as many as 25,000 in the post-war era.

DEPARTURE from the sale of low-price items putting the South on a higher buying plane more comparable with the North, and a wider diversification of commodities handled by retail stores, are the two outstanding merchandising trends predicted here by one of the South's largest chain retailers and wholesalers.

#### Changes Will Stay

That these two outstanding marketing developments have been caused by the war, encouraged by the Government, and will continue even though hostilities have ceased, is the opinion of officials of the Interstate Electric Co., Inc., New Orleans, as expressed by Leon Mattes, director of sales.

The Interstate Electric Co., established in 1904, now does an annual business of over \$14,000,000 via its 116 retail stores, known as "Auto-Lec" stores, scattered throughout Louisiana, Mississippi, southern Alabama and northern Florida. Twenty-three of these stores are company owned, the balance, known as "Dixie Auto-Lec" stores, are franchise operated. In addition, the company sells wholesale to over 2,500 other independent retailers.

They employ 650 people, of which 29 are traveling salesmen covering their territories. Officials of the company predict, and are working towards, an annual turnover of more than \$18,000,000.

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This total is broken down into five major departments by company officials as follows: auto supplies, \$2,500,000; electrical supplies, \$4,000,000; major and minor household articles (major—radios, refrigerators, washing machines, etc.; minor — toasters, irons, etc.) \$4,000,000; merchandise department (non-electrical items such as toys, sporting goods, fishing tackle, etc.) \$2,250,000; clothing, \$2,000,000, and lighting fixtures, \$3,000,000.

The clothing department is entirely new to Interstate stores, having been established shortly after Pearl Harbor. Demands of shipyard and war plant workers, men and women, forced the

company to add the clothing line and it grew rapidly.

The company now handles over 14,000 different items and predicts it will handle over 25,000 in post-war years. Interstate officials state they now have in hand orders for \$3,500,000 major and minor items on a non-cancellable basis for post-war sales through both their franchise operated stores and independent dealers, thus eliminating competition, which is definitely expected.

The company attibutes its growth to a policy of modern sales service as against gas-light era selling methods still held over by many old-time southern wholesalers and manufacturers, and to guaranteed wholesale and retail price lists. The South has been notorious for slip-shod selling methods, auditing and billing.

The biggest competition in the South in post-war times is expected by Interstate and other wholesalers and retailers to come from direct-fromfactory sellers. Many factories which sprang up because of the war and which developed considerable volume, will be unable to build post-war sales forces on a profitable basis, or find capable, efficient wholesalers in the South to distribute their products. The direct-from-factory sellers will be a definite threat.

Most manufacturers and wholesalers selling to the South before the war carried a cheaper line for the South. Not now, says Interstate, and not after the war. The southern housewife and her husband-worker, having had a taste of better things will continue to demand them, and the Government has aided in this taste education by demanding standards to the South heretofore only insisted on in the North. This goes for everything from food



"I suppose it's silly of me to ask?"



#### ORDERS CANNOT BE ACCEPTED AFTER SEPT. 15

A greatly improved model—first time ever offered for gift purposes. Mechanics, architects, engineers were surveyed, and asked what they wanted in a rule. The "Streamline" is the answer to their recommendations and needs—the highest type rule on the market . . . nothing better offered by anyone. Your customers and prospects will welcome the "Streamline" rule as an advertising gift or premium—for use in home, office, workshop, factory, store. Smart styling and improved features greatly enhance its appeal. Act promptly since orders, for delivery this year, cannot be accepted after September 15.



CONSTRUCTION. High carbon spring steel blade, with figures etched permanently on both sides and all edges. Case of high-grade tempered steel, chrome-plated. Simplified construction prevents bending, loosening or jamming of rule. Precision lock "freezes" measurements when made—blade cannot "mean".

LENGTH. Comes in 6 ft. and 8 ft. Lengths.

LONGER TIP. 7/16" hook permits one-hand operation and making of measurements beyond arm's reach.

EASIER TO REPLACE BLADE. Blades can now be replaced without instructions—result of simplified design.

NO FRICTIONAL WEAR. Straight, amouth top edge of case forms a frictionless channel through which blade alides effortlessly, without abrasion.

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EASIER TO READ. Back reading edge, brought down flush to tape, eliminates guess work on inside measurements.

CAN BE USED as height gauge, caliper and scriber.

Each rule in Genuine Pigskin Leather Case—which can be imprinted with your advertising copy, name or trade-mark. Individually boxed.

Write for prices and complete details.

### ADVERTISING CORPORATION OF AMERICA

2 Park Avenue, New York 16, N. Y.

Factory: Easthampton, Mass.

diets to wearing apparel, shoes, tools, welding equipment and other working tools, safety clothes, implements and practically every other item touching their lives. The higher price dresses now sell in New Orleans and Chicago.

The Auto-Lec stores have had to diversify and so have other retailers. Formerly the hardware store proprietor sold only hardware. Now he carries hundreds of allied items and some clothing. The neighborhood specialty store is disappearing. People now want to buy everything they can under one roof, if possible, Mr. Mattes declares.

The 29 traveling salesmen of Interstate are paid on a profit-percentage basis which will be adhered to post-war. The salesman receives 6% to 9% commission on the profits of his sales, which are based on a 30% allowance on the dollar. Thus, if the salesman sells a grease gun for \$100, he makes 6% of \$30. If the retailer tells the salesman he can buy the same grease gun for \$85, the salesman will not be so likely to accept this as fact before he agrees to meet the competition because he will be cutting his own income. Out of this profit-commission remuneration the salesmen pay all their own traveling expenses.

Interstate Electric has found radio, catalogs and advertising movies their three best bets for advertising and will increase their budgets for radio and catalogs for post-war operations.

Mr. Mattes expects a post-war boom of buying for only six months to a year and then a quick return to the every-day fight for business on a strictly competitive basis. The company now has under construction two additional warehouses strategically located to serve its many outlets. Expansions are planned in northern Alabama and southern Florida.



#### SEPTEMBER 1, 1945

# have you an ... APPETITE for more business?

BREAKFAST IN A CITY HOME



Fruit Juice
Cereal
Toast
utter - Jam

Butter - Milk

### FARM BREAKFAST

Fruit Juice

Cereal
Hot Biscuits
Sutter - J

Bacon - Eggs Coffee - Milk

YOUR DISTRIBUTION MAY BE NATIONAL ... BUT YOUR SELLING IS ALWAYS LOCAL

#### FARM FAMILIES eat more-Buy more PACKAGED FOODS

The surveys prove it! Farm families actually consume over 40% more packaged foods than city families. An average city family spends \$51.41 for food every month BUT spends only \$6.43 for packaged foods. A farm family spends \$30.30 for food monthly BUT spends \$9.07 for packaged foods. These interesting figures are from the latest release of our "Red-Dollar-Green-Dollar" Survey—a continuing study of food habits. Send for your copy.

Furthermore, the farm families of the 8 Midwest States have the money to spend. With 20.7% of the nation's farms, they produce 33.1% of all farm income. 39.6% of all high income farms (above \$4,000) are in these states. The average of \$5,219 in farm income for all these states compares with the average \$2,758 farm income for the other 40 states.

You'll be richly rewarded—today and tomorrow—if you balance your promotional diet with a sales effort in this rich sector—completely and thoroughly covered by the media of the Midwest Farm Paper Unit.

of the Midwest Farm Paper Unit.

The Farmer Wisconsin Agriculturist & Farmer Prairie Farmer

Nebraska Farmer Wallaces' Farmer & Iowa Homestead

NEW YORK I

CHICAGO 2

DETROIT 2

AN FRANCISCO

LOS ANGELES 14

[145]



Evansville's homemakers by the hundreds hurry to the Courier and Press box office to buy season tickets to the popular Women's Institute. At cost prices they hear Will Durant, Carl Van Doren, Conrad Thibault, the Trapp Family Singers, Emily Kimbrough, and many other famous lecturers, artists, and entertainers present outstanding programs.

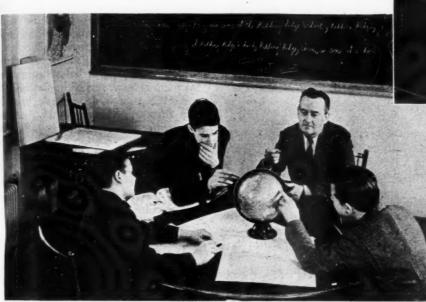
ansville that is being done twice a month, every fall and winter.

It started when the Courier and the Press set out to deliver customers to local merchants practically "in person." Now merchants count on and plan for Institute Day, when Evansville women jam their favorite shops after each Institute program.

This is just another of the reasons why over 88,000 families read these two Southern Indiana papers with pride every morning and evening, for Evansville folks look to the Courier and the Press not merely for efficient news presentation, but for friendly, understanding leadership.



# Six Spots to Look For Potential Sales Talent



Maybe we're insisting too strenuously, in our recruiting, on direct sales experience as a qualification for new men. How about considering men who have served as expediters, or those with experience as claim adjusters, complaint managers, merchandising buyers, personnel men, or teachers? Such men might make excellent salesmen.

BY W. C. DORR

TNTIL scientific pretesting of sales personnel comes out of the laboratory and places in the layman's hands a workable program from which sound conclusions can be drawn, the post-war sales planner will probably continue to pick his salesmen as he did when "I" and "Q" were simply letters of the alphabet.

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Not that he will go back to the horse-and-buggy days, when a sales prospect had to be a blue-eyed blond with an Arrow Collar chin, but he will have to continue to dig and sift and sort out from the chaff, those men whose background indicates the pres-

ence of basic sales requirements.

There is no attempt to disparage the effectiveness of selective testing, though even its most enthusiastic supporters will admit that it is but one third of the triad of sales supervision. A thorough training course plus intelligently planned sales direction can make almost any selection program better than 50% effective. Too, circumstances, accidental or economic, have forced many a man into selling. Surviving the shock, they went on to achieve success. Selling itself makes a salesman.

Sales organizations in the higher income brackets have little or no



Photos from Frederic Lewis

Don't Insist on hiring salesmen who have already had selling experience. There are others with related backgrounds who could do the job. The section manager (above) is used to meeting customer's objections, and the teacher (left) is a master at presenting his subject freshly.

trouble getting replacements. They generally have a waiting list, eager to get some of that folding money. In fact, men have been known to leave well paid non-selling jobs to affiliate with a money-making outfit.

It is to the sales manager, with a limited budget, that the real headache is coming. Normally, he could depend upon a flock of juniors who grew into selling through service work and allied activities. It usually wasn't much of a job to pick half-trained prospects, tighten up their mental bolts and nuts and send them out, well oiled with the hoop-la of a sales conference. He could even line up a few old-timers to round out an otherwise callow crew, but they, too, will soon be in high demand for supervisory and training jobs.

Add to this problem of rebuilding a sales force, the brand new demand for salesmen by war-born businesses, converting to civilian production and, very likely, your harassed sales manager will be forced to pick them, run of the mill, and trust that his batting average won't go below three hundred.

However, it is well to consider that dealers with empty shelves and buyers with plenty of open-to-buy, are not going to present any great selling problems. As remembered by those of





us who re-stocked territories in the last post-war period, it was the salesman who got there first and most, that ran up the real figures. And the medals went to the man who cut for himself a hefty chunk of his customer's future business by selling him post-dated double- and triple-header orders.

Thus it is fair to assume that almost any man whose background shows an experience in human relations, in contact with the public or, as so aptly expressed, an ability to get along with people, will have the essential requirements for a selling career. To these as a base, a sales trainer can soon add the other ingredients of selling and have his man out on the road, confident that occasional sales resistance or a run of phony "stocked" objections presents no greater problem than those solved in his non-selling job.

#### Here Are the Candidates

As possible candidates for this new sales force of ours, let's look at a few men whose work has trained them to talk with and convince others. There's the expediter. He will make good, particularly because so many salesmen, converted to war work, made fine expediters. In this job, it was mainly due to a man's activity, ingenuity and persistence that his company's requirements were filled and dispatched before those of a number of other firms, all needing the same material at the same time. Aren't these the attributes of a good salesman?

Take a claim adjuster. Ever watch one of these men in action? Note how cleverly he knifes through the claimant's pumped-up figures, reducing the award to the maximum amount he was supposed to allow him in the first place. Your proposition certainly would be in good hands with him. It would take a pretty keen retailer to outsmart him.

Why not the manager of a complaint department or that other master of diolomacy, the section manager or floor walker? Monday bargain days and post-Christmas returned goods melees certainly should qualify them for almost any situation. Selling is not simply the presentation of a line; it's the intelligent come-back, more than the silk-smooth sales talk, that lands

A merchandising buyer, not the man who checks the unit control cards, but the man who can plan promotions, will hit the mark as a salesman. His retail point of view will make him particularly valuable in dealer and sales educational programs.

the order.

sales educational programs.

The personnel man, expert in the handling of human chemicals, would soon adapt himself to the change of

pace needed to sell the \$30-a-day druggist and the chain or department store merchandise men. His powers of appraisal will guide him in the choice of outlets and similar problems of distribution.

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In men with a teaching background, you will find the ideal type to develop quickly and intelligently the sales presentation. Accustomed to class routine, they have learned how to keep their subjects fresh for each new class, constantly studying to improve their technique.

Thus we have a rather sizable pool of manpower, each group with one or more of the basic attributes of the good salesman. Given such a start, a sales manager has but to add the other essentials to turn out, in no great length of time, a steady producer.

And then we shall soon have access to the finest type of sales prospect—the men who sweated through the V12 and OCS courses to achieve, in the kiln of war, a seasoning that comes only with the years. Courage, so often missing in the make-up of the embryo salesman, is their chief stock in trade. Can you imagine them losing their grip in that all important first 10 seconds of the sale? Or failing in the approach to a new outlet?

#### **Duck Soup for OCS Men**

Accustomed to meeting new situations, quick to work out a solution in the white heat of battle, even the toughest hair-trigger spots in selling will be duck soup for such men. They have learned how to handle men, to get things done according to plan—what a welcome relief to the sales manager, plagued with the usual 57 varieties of interpretation of a simple sales bulletin. Perhaps they did go in as copy boys and clerks, but they are coming out ready for real jobs, a growth in stature so aptly described by Schenley's Mark Merit in:

"He'll do a better job than he even did before because he's got something he never had before."

In the final analysis, a sales force reflects the personality and leadership of its head. Its make-up, training and supervision are his job. He can load it with a lot of speed merchants-fast talkers who expect to be vice-presidents before they are even dry behind the ears. He will even get stuck with a few men whom he has to wind up periodically like an eight-day clock. But his goal will be a group of salesmen who are really managers of their territories. Trained and equipped to run their own businesses, their sales come in with a satisfying regularity. Their volume may never reach success story heights, neither do they hit the depths of the roller coaster performers.

#### Promotion

#### Who Shops?

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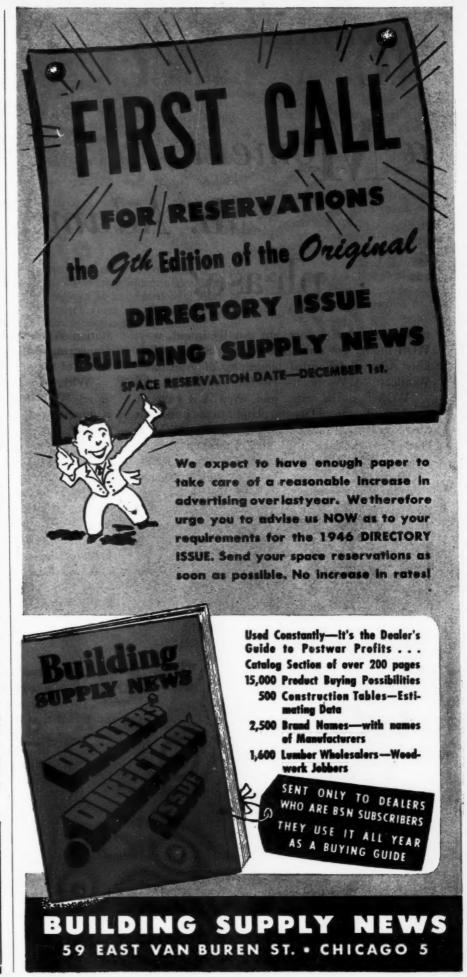
The Family Circle Magazine, distributed through two of the largest grocery store chains, should be able, if anyone is, to tell you of the grocery buying habits of women shoppers in these United States. But back of the buying habits are the women who buy. A good indication of who they are, from what age and income group, lies in the readers of The Family Circle. To study its readers—to get an idea of what they are like and where they buy and why-the magazine commissioned Stewart, Brown & Associates to do a survey. The results -his findings-have been put to-gether in a brochure called "The Importance of The Family Circle Magazine to Its Readers." It measures and analyzes the market covered by the magazine; determines the reader interest of the interviewed women in editorial subjects; secures an objective measurement of the service by the magazine to women readers in terms of the use to which the magazine is put. For a copy write the magazine, 400 Madison Avenue, New York City, 17.

S.M. Tips Its Hat. . To Batten, Barton, Durstine & Osborn, Inc., for its delightful "You Can't Be a Howling Success Just by Howling," a booklet which should prove once and for all that it takes consistent, and consistently good advertising to keep selling-whether the product be soap or sarsaparilla. Write the agency at 383 Madison Avenue, New York City, 17. . . . To The New York Post for a neat tool-the Master Media Calculator, for newspaper space buyers. Issued semi-annually, always up to date, the card has New York City evening papers and combinations on one side; morning papers and their combinations on the other. It gives combined circulations, coverage of key shoppers, combined open-ratesall by a turning wheel. Full directions for its use are given on the wheel itself. Write the paper at 75 West St., New York City, 6.

#### WE'LL BUY BACK

Your Copy of the May 15, 1945 Survey of Buying Power

if it's in good condition. Contact the Circulation Dept., Sales Management, 386 Fourth Ave., New York 16, N. Y.



# a Moment,

He made his debut with the Mutual Broadcasting System, on station Work, Newark, in Septembers, 1929, with the Colonial Radio Company Work, Newark, in Septembers of the developing entertainment take chances in exploration entertainment take the exploration

th

ne

# Mr. Adams,

please?

IN ITS SOMETIMES SLOW, but usually intent, way, WOR finally got around to reading Samuel Hopkins Adams' delightful biography of Alexander Woollcott, "A. Woollcott—His Life and His World."

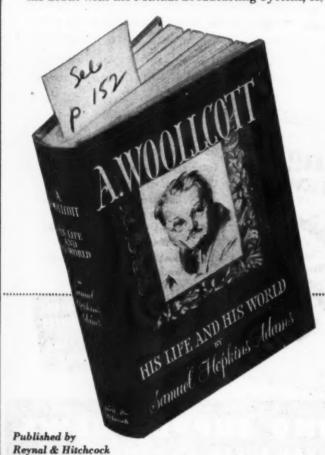
WOR is not a critic, and, even if it were, it would hesitate to add its one plaudit to the hundreds that Mr. Adams' book has received. But WOR is kind of proud, and it would like to take Mr. Adams pleasantly to task for a statement made on page 152.

Writes Mr. Adams, "He (A. Woollcott) made his debut with the Mutual Broadcasting System, on station WOR, in September 1929...WOR was a pioneering outfit, willing to take chances in exploration of the developing entertainment field,"

Why, Mr. Adams, dear sir, please! That past tense! "WOR was a pioneering outfit in the entertainment field..." Why, Mr. Adams, WOR is a pioneer, and has been for years more than two decades.

It is—and was—WOR's pioneering in house-hold help shows; i.e., Bessie Beatty, Martha Deane, et al., that focused a bright light on a field of radio showmanship that has long been nationally luminous. It was—and is—WOR's shrewd and generous development of total radio news coverage that has, partially, made it the great American station that it is. It was—and is—WOR's unerring ability to spot talent like A. Woollcott, Morton Gould, Richard Huey, Sunny Skylar and many others that has helped it build one of the strongest and most listenable programming schedules in modern American radio.

NOTE—to agencymen and sponsors: If you would like to take advantage of the advice of people who make a habit of consistently picking shows and talent that arouse local and national acclaim—on both sides of dealers' counters—simply call PE 6-8600, or write...



that power-full station

at 1440 Broadway, in New York

MUTUAL

# What Policies Make a Hard-Hitting Sales Force?—A Salesman Answers

This salesman—and he speaks for many—wants an honest, equitable compensation plan, embodying incentive. He wants a fair quota, a minimum of paper work, some helpful sales analyses from the home office. Just as important, he wants recognition, and he needs mail and personal contacts with executives at home base.

BY RUSSELL W. LAKE

In the planning for post-war pusiness salesmen must come into the picture in a big way. After factory men have designed the products and made arrangements for production, the eye will be turned on you, Mr. Sales Manager. And you'd better be ready to come up with ideas that will click into volume sales because they're going to expect miracles from you. You and the advertising manager.

You're a sound, capable man or you wouldn't be sales manager, so you will shoot your dreamed-up plans at us, your salesmen and you will expect results. Like any good salesman, you will accept the boss's challenge with enthusiasm, and we'll take on the job in the same way.

#### "What's the Deal?"

But the first thing to enter your salesmen's minds will be: "What's the deal?" I don't mean only the merchandising deals you have planned, but what kind of hand will you deal out to us?

Would you like to know how to get me to sell more than I've ever sold before? Make me happy and keep me

I don't presume to set myself up as spokesman for all the thousands of salesmen who now are selling under such great handicaps, or for those thousands more who will be released from the services when the war is won. But I have been traveling for 20 years and during that time, I have learned what I, and a great many other salesmen, want in a selling job.

All of us are waiting eagerly and not too patiently for the time when once more we can grab a sample case and go out and sell in the good old way. That will be when salesmanship gets the business, when a new account is something to be proud of, when we can prove our mettle against a competitor in the straightforward method of seiling more goods.

But I'm not kidding myself. The thrill of accomplishment, the thrill of selling can be smothered by indifferent treatment from the home office. Resentment against our employer can shrink our efficiency more than most of us will admit. Salesmen generally are not prima donnas, but they do insist on fair treatment; and fair treatment to them is nothing more than a chance to make money, to expand and

to be accorded the respect their jobs warrant.

I shall tell you what I would like in a selling job. And if you compare my preferences with those of a hundred other salesmen, I believe you will find that 95 agree with me.

First of all, give me a reasonable compensation plan, fair to both you and me. Give me an opportunity to make money and don't cut me down when I start making it. Let the sky be the limit. Let the extent of my earnings be governed purely by my ability to sell and my willingness to work.

In other words, give me some sort of a commission arrangement. I don't like a straight salary job. It doesn't supply enough incentive to keep me pulling. If I sell what I believe to be a large volume, I feel cheated because I have the idea I would make more



"My wife is back in the kitchen, my car is full of gas, we had bacon for breakfast, and I have no post-war adjustment problem."



SEEING IS BELIEVING

#### What You Show Means More Than What You Say

Profit by using new VISUAL PRESEN-TATION METHODS in your business.

Modern Sales Presentations are made with Tarco Easels: You can also teach production methods, skills, safety, product servicing, and class room subjects better with this easel.

DON'T MERELY STATE TARCO
DEMONSTRATE EASEL

MADE TO YOUR ORDER BY

TALLMAN, ROBBINS
LOGSE LEAF AND FILING EQUIPMENT
316 West Superior Street

ILLINOIS

money if I were getting a commission. On the other hand, if I sell only a fair volume I am constantly wondering whether I am profitable enough to the company to justify keeping me on the staff. Never has one of your top-notch salesmen been a man who felt cheated or who was worrying about holding his job. If you are going to insist on paying your salesmen straight salaries, then work out some plan of extra remuneration based on effort.

But the straight commission job, too, can be dangerous for both you and me. Outside of manufacturers' agents, certain direct - to - consumer salesmen and part-time salesmen, there are few out-and-out commission jobs, so I assume your straight commission deal will include a drawing account. Even so, that drawing account must be large enough to be worth while, particularly during slow periods if your business is seasonal. During a slow period if I fall behind my drawing account for a few weeks, I might be tempted to give up in despair when I consider how much I have to sell to earn the money I already have received, unless your business and commission rates are such that I can overtake the deficit rapidly in a good season. While the drawing account should be large enough, it should not be so large that it becomes a salary which I can never hope to reach in commissions except through a windfall.

#### On Being Generous

If you are going to ask your salesmen to work on a commission basis, be generous. We are out on the firing line facing all kinds of conditions and all types of buyers, doing our level best to carry out your plans and to increase the business and prestige of the company. We work hard, harder than you sometimes imagine. We deserve to be paid well.

You know about what it will cost the company to do business; split the difference between that and the selling price of the merchandise and give your salesmen a fair share. We expect our company to make a good profit; in fact, we are embarassed before our customers when it doesn't. But don't expect an underpaid salesman to be loyal or to give you his best work when the company amasses huge profits from his work.

The drawing account and the commissions should be nicely balanced. During slow months perhaps I must live on little more than the weekly draw, but when things start moving again I want the opportunity to earn commissions in excess of the drawing account—how much in excess will be

determined only by my degree of efficiency as a salesman. Any salesman would rather earn his extra income by commissions than by a salary or a drawing account. The commissions he earns himself; the drawing account you give to him.

But of all possible compensation plans, I prefer the salary and commission basis. Fundamentally, it is about the same as the commission and drawing account arrangement, but it sounds better. I have an inherent dislike for borrowing money, and a drawing account always seems to me like a loan.

Give me a fair salary, a quota beyond which I can earn a satisfactory rate of commission, and I'll be happy. I'll make money for myself and profits for you.

The frequency of commission payments is important, too. I prefer to receive mine monthly. A bonus system based on sales but paid twice a year is less effective because the next bonus payment always seems to be in the far distant future. I might be inclined to skip that last call tonight. I'm tired anyway, and I've got lots of time to build a volume for the next bonus. A bonus paid once a year is just twice as bad.

#### On Setting My Quota

Set my quota in an equitable manner on a scientific basis. A quota based merely on someone's idea of what a territory should produce is likely to create considerable hardship on a salesman and kill his enthusiasm. If you don't have the equipment or time to obtain potential factors by counties and then temper them with the variables of our business, it will be rather difficult to arrive at the proper quota. A less satisfactory, but perhaps acceptable method, is to take an average of five years' sales, add a reasonable percentage for natural increase and set up that amount as my sales expectancy quota.

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My commission quota should of course be a smaller figure—as small as is commensurate with my territory cost. Arrange my salary, commission quota and expectancy quota so that when I sell my sales expectancy I shall earn an income sufficient to meet the needs of the average family. All sales I am able to make in excess of my expectancy quota should be velvet. Naturally, my constant desire is to lift myself into a higher income bracket group so I may be in a position to provide more luxuries for my family. Given the opportunity and incentive, I shall use to the fullest extent whatever abilities as a salesman I possess and I shall display my willingness to

CHICAGO 10



RUSSELL W. LAKE

RUSSELL LAKE started selling when he was still in high school, working summers for Wear-Ever in Port Huron, Mich. After two years at Chicago University, he went to work for Sears, Roebuck, soon rejoined Wear-Ever in Chicago. working in the hotel division.

His next berth was at Atlantic India Rubber Works where he handled direct mail selling to out-oftown accounts and assisted in industrial sales in the Chicago territory. There followed fourteen years with Eversharp in various territories. The smokestack market attracted him once more, and he joined Flash-Stone Company selling industrial floor resurfacing materials. For the past year or so, he has been employed as a sales engineer by the Sarco Company, makers of temperature controls and steam specialties. He calls on architects. contractors, industrial firms, etc.

work by keeping on day after day and week after week. An intelligent set-up of salary, commission quota and expectancy quota provides the necessary incentive.

Of course I shall have an expense account. Even if you provide a high commission rate but ask me to pay my own expenses, both of us are likely to suffer. I shall be tempted to cut the corners wherever possible. I shall not be inclined to travel the less productive parts of my territory, but shall prefer to remain in larger centers. Ultimately both you and I would lose

I do not expect to make money on my expenses, but I do expect them to cover the cost of traveling. I do not like the actual-expense basis. With this arrangement there is always the necessity of obtaining receipts for every-

## DANTAGRADH

To publish every agate line of advertising offered despite newsprint shortages took farsighted planning and sound thinking.

The Pantagraph began back in 1939 by making substantial space economies intelligently to give readers all the news in less space.

Next, we determined not to ration national advertisers because of their complex system of planning, production, and sale. We decided we could, if optional dates weren't enough, ration local advertiser's space . . . however, this wasn't necessary.

Yes, the Pantagraph has published all advertising offered, not because we loved advertisers, and not solely for the revenue developed. We sincerely believed that we owed something to advertisers and agencies, who have contributed so much to the American Way of Life.

Our policy toward national advertisers will remain unchanged,

# PANTAGRAPH LAND



The Daily Pantagraph

BLOOMINGTON, ILLINOIS

## **GET THIS VALUABLE** MAIL STUDY!



KMA's 1945 Radio Mail Study will soon be ready for you—a comprehensive analysis of 488,434 pieces of commercial mail—39 pages of factcrammed data as to who writes to radio stations, and why, and when . . .

The 1944 Study met with tremendous response from the entire advertising industry. It ran through four editions in nine weeks. The 1945 Study was made to show whatever changes might have occurred, and to answer new questions from agency executives all over the country.

Advertising men themselves suggested the problems on which we have worked. Our purpose in these studies is not to prove anything, but to discover facts for you. We have analyzed the trends of audience reaction, tabulated the changes and types of offers proving most successful, and pointed out the important psychological aspects of radio response.

If you are engaged in advertisingas an agency expert, a sponsor, a radio station operator, or a teacher of advertising, you need a copy of this important book.

Don't wait until tomorrow. Write for your copy today. Like all other good things, these valuable free books are scarce. But you can be sure of getting one if you simply drop a line—today
—to the Research Director, Station KMA, Shenandoah, Iowa.

The No. 1 Farm Station in the No. 1 Farm Market AMERICAN BROADCASTING CO.

AROUND IOWA SHENANDOAH,

FREE & PETERS, INC., Exclusive National Representatives

SEPTEMBER 1, 1945

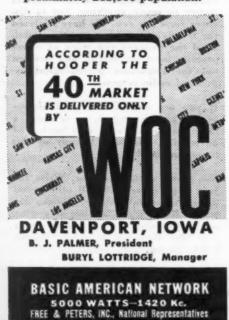
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Since 1943, Hooper and Conlan surveys have shown that only WOC delivers the Quad-Cities the largest metropolitan area between Chicago and Omaha; and between Minneapolis and St. Louis. It's the 40th retail market in the nation, with approximately 218,000 population.

**QUAD-CITIES** 

ST. LOUIS



thing, which is often difficult and always embarrassing. Also, it involves considerable bookkeeping for which I have neither time nor inclination.

The best plan, I believe, is a flat allowance for hotels and meals while I am away from home, plus mileage for town-to-town travel. That mileage rate should not in any case be less than a total of five cents a mile. If you expect me to travel by train then of course I shall charge you actual train fare, Pullman and meals. While I am working in my headquarters town, I should receive half my hotel and meals allowance. In addition, there ought to be an allowance for reasonable or authorized entertaining.

That covers my preferences in the matter of compensation. But money isn't everything. If it were, many of us wouldn't be salesmen. We would try to find a solid berth which would pay almost as much money and would permit us to be at home every night and to eat home-cooked meals day after day.

It's more than money. It is the thrill of selling.

#### How About Recognition?

Another thing I want in a selling job is recognition. If I do a good job, why not tell me so? It doesn't cost you anything and it means a great deal to me out in the territory. I do not mean that every time I sell an order of over 10 dollars I expect you to tell me what a wonderful salesman I am. But I do want to know that you and the other folks in the home office, and also my fellow salesmen, appreciate that I am a humdinger. A fellow will work almost as hard for his pride as for his pocketbook.

There should be some sort of a weekly news bulletin issued to us. I like the friendly, intimate type, preferably mimeographed. When anything of note happens to me or to the other salesmen I'd like to read about it in the news sheet. When I sell a particularly tough or important order, write and ask me what methods I used and then pass the word along in the bulletin. Give me the same help by printing the experiences of other salesmen. Include some inspirational material. Goodness knows we need a pick-me-up now and then.

A good bulletin can effectively serve several purposes. It can effectively announce policy, price or product changes. It can help to create friendly rivalry among your salesmen through listing the sales standings, and the

weekly results of contests.

I like contests. They give me added incentive to sell more, today. They keep me from procrastinating; they induce me to make that extra call after 4:30. I prefer merchandise prize contests, particularly when you offer a large assortment of prizes. When the contest is based on points and I can earn a prize by accumulating its point value in sales; my wife and I pore for hours over the prize list, picking out the items we want.

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Contests which carry one or two or half a dozen big prizes are, in my opinion, not successful. Eighty percent of salesmen think they are licked befor they start, unless the quotas are carefully set, and even then the metropolitan salesman often is able to swing a big order from a large account which is equal perhaps to 12 or 15 of the largest accounts in a smaller territory.

I believe the fairest and most successful contest is one in which everyone can win something. For instance, place a point value on a sale to a new account, on unit sales of certain merchandise, on total volume and then watch us scramble to win. My experience has been that six or eight weeks' duration is long enough, but contests should be repeated fairly often.

Whether in a contest or straight selling, some territories are bound to produce more than others. But that's all right; maybe someday I'll have a better territory, too. Generally speaking, however, I don't believe it pays to switch men in territories often. After a man has been in an area for a time he acquires a circle of friends, and it is business friends who give him his volume. But a change is justified when you have a metropolitan territory open and you have a good man in a traveling territory.

#### A Minimum of Paper Work

I don't like a lot of paper work; I'm not very good at it anyway. I am willing to make out a daily call report and perhaps a weekly resume of conditions in my territory although that is a chore-but don't saddle me with a lot of reports that will keep me working half the night. A salesman's work is never finished at five o'clock when office people knock off for the day. If he is calling on retailers he often finds that evening calls are most productive, particularly in small towns. When he finishes at nine or ten o'clock he is in no mood for writing.

On the other hand, I like to receive plenty of sales records from the office, showing at intervals how my sales compare with last month and last year to date, how the purchases of my large accounts compare with those of last year. If I have records of comparative sales by towns I can make an effort to keep a weak spot from

developing.

One more thing: Don't be suspicious of us. You can take it as a general rule that your salesmen don't go to ball games during working hours and they don't tear around in taverns at night and then sleep until noon the next day. They are honest, hard-working business men who have your interests at heart, along with their own. They are loyal to you. Take a trip around once in a while and see your men in their own setting. Travel with a man for a day and watch him sell. If you don't know already, you'll find out why a successful salesman is one of the happiest men alive.

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### Visit Your Salesmen

Salesmen like to see you or someone else from the home office occasionally. If it is not possible to have conventions or group meetings, someone should visit the salesmen.

In the period just ahead you'll be calling on every ounce of salesmanship in your entire sales force in an effort to keep ahead of the parade. Put yourself in your salesmen's shoes and give us a deal that you yourself would like to have. We'll swing into stride and give you a sales volume that will be a surprise even to you.

### SALES **PROMOTION** MANAGER

CORPORATION, STORAGE BATTERY DIVI-SION, manufacturer of world known heavy duty electrical equipment for over fifty years has a permanent opening for a young, aggressive man with an industrial background in sales promotion work.

If you have had a successful career in sales or promotional activities and can fit into a rapidly expanding organization, this is an excellent opportunity.

Apply by letter only, sending a complete personal, business and educational background to Box 2154, Sales Management, 386 Fourth Ave., New York 16, New York. All replies con-

The men in our organization know of this opening.

### NOW AVAILABLE TO SALES PLANNERS

The Journal and Sentinel, as a part of its merchandising service to advertisers, has recently revised route lists in the grocery and drug field.

The new lists give, in detail, route information on all outlets in these classifications.

They are available, upon request, to advertisers interested in Winston-Salem, a "must" market in North Carolina by any set of standards or comparisons.

Write for your copy today!

### JOURNAL and SENTINEL

Winston-Salem, North Carolina National Representatives: KELLY-SMITH COMPANY

# Long Beach "E" Bond Sale 15% Over 7th Loan Quota

WHILE Southern California on the whole failed to meet its important "E" bond Seventh War Loan quota, Long Beach, on the other hand, performed the feat of oversubscribing its "E" quota.

Sales of "E" bonds in Long
Beach totaled \$9,348,835.20 against
a quota of \$8,100,000. On overall

a quota of \$8,100,000. On overall sales to individuals (quota \$12, 800,000) the final figure is \$14,

more than double the city's \$21, 400,000 quota. How outstanding the response has been may be seen by comparison with the \$33, 674,749 total for the Sixth War Loan which at the hailed as a notable ach.

To sell Long Beach's Seventh Loan total stands at \$45,915,974.70, or more than double the city's \$21,400,000 quota. How outstanding CALIFORNIA it's the

Press=Telegram and Long Beach Sun

Remember almost as many Long Beach families read this one great HOMEpaper as read ALL other local and out-of-town papers combined!

REPRESENTED NATIONALLY BY WILLIAMS, LAWRENCE & CRESMER COMPANY Members Metro Pacific Comics, Pacific Parade, Nancy Sasser Group

# "...it's easier to write good copy"

"Preliminary digging for ample facts pays off in industrial advertising that is convincing. It's so much easier to write good copy based upon adequate information and it's so hard to write what turns out to be poor copy without it. This is no time to dream up a theme — there is a selling job to be done."

Chem & Met hopes to contribute to the vital job of getting adequate field information from which good advertising is written. We have ready collections of field surveys on Pumps & Compressors; Pipe and

Valves; Packing; Materials of Construction; Containers; Packaging Equipment; Materials Handling. (In preparation: Steam & Power Generation; Lubrication; Power Transmission.) These reports should highlight situations for your further study and prove valuable to you

CHEMICAL & METALLURGICAL ENGINEERING

A McGRAW-HILL PUBLICATION
330 West 42nd St., New York 18, N.Y.

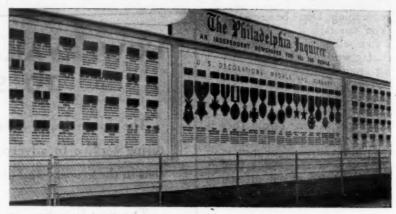
Manufacturers agents located in Milwaukee, desire line of Electrical or Mechanical products for Wisconsin, upper peninsula of Michigan and northern Illinois. Have electrical and mechanical knowledge sufficient to sell, install and service these types of products. Our contacts cover all principle manufacturing plants located in the above area. Write Box No. 2177, Sales Management, 386 Fourth Ave., New York 16, N. Y.

### WANTED

National distribution of a well-known product — preferably a low-priced item . . . we have office space, credit rating and warehousing space to handle large volumes of business. Recently sold my own business for \$50,000—now interested in new fields. Write direct to E. P. Blake, 37-41 Pearl Street, Boston, Mass.

### "SELLING SIMPLIFIED"

By Leon Epstein, Sales Counsel
This stimulating series of pocket-size "refresher"
booklets will help you sell. Several hundred theusand
copies aiready distributed by executives to salesment
and customers: as enclosure and give-away. Available
tities: (1) How to Say Hello, (2) Your Name Ploase.
(3) Through Sales-Colored Glasses. (4) Calls and
Callusses. (5) it's About Time. (6) Man Alive. (7)
Selling Simplified, first title of series, Set of seven
\$1.35. Five titles, \$1.60. Single copies 25c asah.
Sales Research Institute, 103 Park Avs., N.Y.C.



THE ONLY ONE OF ITS KIND: The Philadelphia Inquirer's huge outdoor sign reproducing all types of military decorations. It was designed by Benjamin Eshleman Co.

## Media & Agency News

Newspapers

The first authoritative field survey ever made in the Negro market is being conducted by the Afro American Newspaper Group. Purpose: to point up the extensive opportunities available to advertisers in the large Negro consumer group, and to show the possibilities for the merchandising of many products.

Conducted by the Research Company of America, the survey is expected to present the first detailed picture of data concerning the work, social life, recreation and buying habits of the Negro population in three eastern cities. Cities to be polled are Washington, Philadelphia, and Baltimore.

Evaluation and presentation of results will be handled by the Harry Hayden Co.

Christopher A. Anderson, for many years associated with Bill Brothers Publications, and more lately promotion manager for SALES MANAGEMENT, has gone to the Nassau Daily Review-Star, Hempstead Township, L. I., as that paper's new promotion manager. . . Frank H. Harvey, for several years in charge of automobile advertising for The Detroit News retires from that field soon to take other work in an executive capacity with the same paper.

### Radio and Television

On the television front CBS announces that it will shortly install a new ultra-high frequency television transmitter in the Chrysler Building, in newly acquired space in the observation area. The transmitter will broadcast in high definition color, on a frequency of 485 megacycles. With the acquisition of this additional space

the network now has three floors in the Chrysler Building for television purposes. The other two will be used for the transmission of black and white television. fr

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Don Lee Television and Broadcasting Systems announces that it has made application to the Federal Communcations Commission to build one of the highest powered television stations in the world, on Mount Wilson. The new station will cost over \$1,500,000.

When V-J Day found Fort Wayne, Ind., without newspapers, due to labor difficulties, WOWO saved the day by distributing 35,000 copies of a specially prepared bulletin sheet, which its news editors got out by news



Visions of Tomorrow: Way back in '43, Industrial Rayon Corporation dicovered Uranium 235. Above we see Mrs. Jones stoking the furnace with a tweezer.



Split-Second Timing: Three seconds after the official surrender announcement, Don Leigh's animated cartoon flashed the news, played to an audience of 2,000,000 persons.

boys and by dropping the newspapers from an airplane... David C. Spencer has been appointed director of public relations of Associated Broadcasters, Inc., and of the Universal Broadcasting Co., San Francisco. For the past 15 years he has been with the FBI... James E. Carson has been named as network service manager of the CBS Cadena de las Americas (Network of the Americas)... Bill Ware, formerly account executive in the Chicago offices of the North Central Broadcasting System, has been appointed western division sales manager of the same organization.



E. P. H. ("JIMMY") JAMES, new manager of sales operations, Mutual.

E.P.H. ("Jimmy") James is affiliating, after three years as a Captain in the Army Air Forces Intelligence Division, with Mutual Broadcasting System, as manager of sales operations. He assumes his duties in September.

### **Business Papers**

M. P. (Matt) Hilton has been appointed circulation director for the Traffic World Corp., Chicago, publishers of *Traffic World*, and other pub-

### Midwest Manufacturer's Agent

Located in Milwaukee and covering Wisconsin seeks one additional line. Engineering graduate with practical background, Sales minded, aggressive, and capable of landling dealer training program. Write Box 2178, Sales Management, 386 Fourth Ave., New York 16, N. Y.

lications. . . . Julian Chase, for many years directing editor of Automotive and Aviation Industries, has been elected vice-president of the Chilton Co., publishers of that and other magazines. . . . The Haire Publishing



JULIAN CHASE, elected vice-president of the Chilton Co., N.Y. publishers.

Co., New York City, announces the opening of a new office in Detroit, with Roy J. Holihan as its manager. He was the former advertising manager of the Stran Steel Division, Great Lakes Steel Corp.

Harry J. Gaffney has been named to the Advertising Department of Real Estate Reporter, to be in charge of all real estate advertising for the metropolitan area of the New York City market. . . . Radio and Appliances, a new Ziff-Davis Publishing Co., magazine, will be launched in November according to an announcement by the company. Managing editor for the publication will be Ed De Nike, formerly with National Union Radio Corp. . . Another new business paper, Containers, for October release, is being planned by Atlas Publishing Co., Inc., New York City.

### Market Counsel and Service

With the affiliation of Robert E. Sessions, formerly of the Tennessee Valley Authority where he was as-

Assistant Sales Manager wanted by a well-established and nationally known eastern manufacturer of ethical pharmaceuticals and biologicals. Permanent position. Give full information in first letter. Replies held in strict confidence. Box 2168, Sales Management, 386 Fourth Ave., New York 16, N, Y.

### **EXECUTIVES**

\$5,000-\$15,000 Caliber

Through our nationwide Service we negotiate for the better positions with well-established companies in all industries. Your personal requirements met by individual procedures. Strict confidence assured. Details on request. Jepson Executive Personnel & Research Service. 630 Land Bank Bldg., Kansas City 6, Mo.

# WANTED - SALES MANAGER

WITH PACKAGED GOODS EXPERIENCE

 The essential qualification for this job is brand-building experience gained in the grocery, beverage or drug field.

The company is an importer of alcoholic beverages and a producer of California wines. No knowledge of the beverage business or of importing procedures is necessary.

For a married man, aged 35-to-45, determined to succeed in a highly competitive industry, this position offers unusual opportunities for development.

Please write fully, telling when available and giving details of last ten years' employment, as to firm names, duties and contribution to brand progress. We are looking for a man whose qualifications will justify a starting salary of at least \$18,000.

Reply to Box No. 2176, Sales Management 386 Fourth Ave., New York 16, N. Y.

# EXTRA PROFIT QUIZ for EXECUTIVES

## Q. What is DIRECT ADVERTISING?

A. Printed Salesmanship aimed directly at your customer or prospect—reaching him in person, at his home, his office, or at point of sale.

### Q. Why is it valuable now?

A. It builds dealer organizations disrupted during the War, creates consumer demand for your product by name, aids you in establishing your position in the heavily competitive postwar market.

### Q. Does my general advertising agency handle it?

A. Some do—the majority do not, because Direct Advertising requires specialized techniques.

### Q. Can my Advertising Manager and his staff handle it?

A. Yes—with the assistance and cooperation of a Recognized Leader in Direct Advertising such as the D. H. AHREND CO.

### Ahrend Clients Have Won Twelve National Awards Within the Past Three Years

Consultation without obligation in N. Y. Metropolitan Area. Elsewhere no charge will be made for consultation if our proposals are accepted.

# D. H. AHREND CO.

52 Duane St., New York 7, N. Y. WOrth 2-5892

	T SALE REPORT
	Date
Name of Customer	
Address	# 1 m
City	State
QUANTITY: Books	Style No.
Forms	OT Name
SIZE: Over All X	Name of Form, or Form No.
Price	
Quoted \$	Per Total Quotation &
Price \$	Price F. O. B
Former Mfr.	Order Lost to
Did you receive a quotation how you arrived at price quo	from the factory? YES - NO If not, above; oted:

LOST SALE REPORT: Every time a salesman for Baltimore Sales Book Co. loses a sale to competition, he fills out and files with the home office one of the forms shown here. He keeps a duplicate for his own use. "The sales department gets information of great value from these reports," says Thomas W. Richards, advertising manager. "They help us keep in touch with competitive conditions; they show the number and identity of accounts being lost as compared with the number of new accounts gained, and they help us to understand what to expect in the way of competition the next time the salesman makes a call. Salesmen often include notes regarding factors other than price which were contributing causes to lost sales, and this information has proved to be of great value in aiding us to keep abreast of, or ahead of, competition."

sistant general manager, the marketing counsel firm of Wroe Alderson & Co., Philadelphia, is changing its name to Wroe Alderson & Sessions.

#### Magazines

Liberty Magazine, which in the old days was known as "The Poor Man's The Saturday Evening Post" (when the latter was a 10-cent publication and Liberty was exchanged over counters for a nickle) has changed owners. Atlas Corp., and Floyd B. Odlum acquired ownership in Manhattan a few days ago. One of the new stockholders is Paul Hunter, under whose direction the magazine has climbed steadily back up the ladder since he assumed its publisher's chair back in 1942.

Shortly before that the magazine had been taken over by its printers

for a press bill. Hunter has put good material between its covers—weeded out the pulpy, sensational stuff which it had been carrying in larger and larger doses; consistently raised its editorial standards.

Mr. Hunter will remain in his post as publisher, looks forward to the day—not far off—when he can match his new and good editorial contents with the paper stock they deserve. Then will come new features, more paging, more text matter, better and heavier paper.

David W. Brumbaugh, former secretary and comptroller, is Time, Inc's., new vice-president and secretary. Arnold W. Carlson has been elected comptroller. . . . William E. Terry has been appointed eastern advertising manager of *Redbook*. . . . Ralph

# WRITER ON SALESMANSHIP

We want a man who combines a sound understanding of personal salesmanship with ability to write about it in a simple, factual, interesting style. Script-writing experience desirable. Tell us your age, record, education, and required salary to start. Our staff know of this advertisement. Box 2171, Sales Management, 386 Fourth Ave., New York 16, N. Y.

# Top Grade Sales Representative Wants an Additional Line

COLLEGE educated engineering background. Maintains his own office, in good health, financially responsible.

Is looking for a good industrial line to the manufacturing trade, in Wisconsin, Michigan and Minnesota.

This man way above the average and only interested in something worthwhile.

Write
Box 2174
Sales Management
386 Fourth Ave.,
New York 16, N. Y.



DAVID W. BRUM-BAUGH has become the new vice-president of Time, Inc.

WILLIAM E. TERRY, eastern advertising manager, Redbook.



G. Wood is the new eastern advertising manager of Ideal Women's Group... Two new publications are announced: Eve, planned for distribution through chain stores, is being prepared by the editors of The Family Circle to sell for five cents.... Alcance, to be published in Spanish, is described as a review of North American life and thought. Directed at Latin America, it begins publication on October 1, with Frances R. Grant as its editor.

### Agencies

T. Norman Tveter has been appointed head of Erwin, Wasey & Co's., Markets and Media Department, after 23 years with the agency. He succeeds John Sturdivant, a 30-year man, who will devote his full time to client service and other duties.

. . . James Delafield has joined the staff of Benton & Bowles, Inc., as account executive on Maxwell House and Yuban Coffees. . . . At James Thomas Chirurg Co., Gordon Lane has been elected vice-president. . . . Allan Wallace has affiliated with



T. Norman Tveter, media head at Erwin, Wasey & Co.



### SALES TRAINING EXECUTIVE

seeks new connection

with a reputable, aggressive company developing salesmen who can sell. Will plan, organize and direct complete program—inside basic and review classes with field training follow thru—using proven methods, techniques and conference procedures.

Box 2172, Sales Management 386 Fourth Ave., New York 16, N. Y.

Salesman—dependable; good self-manager with initiative and imagination; capable of supervising, training. Tangibles and intangibles. Age 32; married; University Wisconsin; personable. Location secondary, prefer west coast, Minimum \$8,000 net. Box 2169, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.



Regardless of whether YOUR "dream home" is a cozy cottage or a mansion, "How to Plan the Home You Want" will bring you up-to-theminute.

Its 32 pages; profusely illustrated, are packed full of home planning and new equipment ideas.

Our own staff of practical authorities whose lives have been dedicated to building progress have put into eight easy-to-read chapters the trends and possibilities of a much discussed industry. Covering every subject from financing to solar heating, it therefore can be used as a textbook on building industry nomenclature.

Send for your copy today.

### PRACTICAL BUILDER

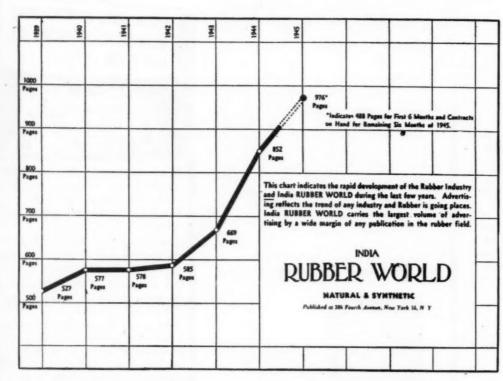
59 E. Van Buren Street, Chicago 5 at 25c I can't lose—Send me "How To Plan The Home You Want."

Name		
Address		
City	State	

# RUBBER is no "WAR BABY"

From being close to 100 per cent in the war effort the Rubber Industry can return—and is returning—almost overnight, to full peacetime production. The reconversion problem in this trade is practically nil—it's simply a question of switching the products being made from war to civilian use. Tires, industrial belts and hose, footwear, hospital, home, and office supplies, proofed goods (raincoats, sheeting, etc.), will soon be available in the general market to meet heavy demands with an annual sales volume of over one and one-half billion dollars.

India RUBBER WORLD has been the leader in this field for over fifty-five years—recognized as the technical authority and carrying the greatest volume of advertising — which indicates its prestige as the link between the rubber manufacturer and his source of supplies.



The chart, left, shows the increase in advertising during the past few years. In July and August, since the chart was prepared, we published 175 more pages—making the 8-month total 663 pages, as compared to 544 pages for the corresponding period in 1944—a gain of 119 pages.

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FULL INFORMATION ON THE RUBBER MARKET AS A FIELD FOR YOUR PRODUCT SENT PROMPTLY ON REQUEST



RUBBER WORLD

Published Monthly at 386 Fourth Ave., New York 16, N. Y.



GORDON LANE, new vice - president at James T. Chirurg.

PAUL THOMAS has joined Abbott, Kimball Co., as account executive.



Needham, Louis & Brorby, Inc., Chicago, to supervise its Chicago radio programs.

Big news at McCann-Erickson, Inc., is the appointment of Russ Johnston as vice-president in charge of radio production. He joined the agency two

years ago, coming to them from CBS. ... Paul Thomas has joined Abbott, Kimball Co., Inc., as account executive and member of the Public Relations Plan Board. . . . Wilson & Haight, Inc., Hartford and New York City agency, has changed its name to Wilson, Haight & Welch, Inc.; named Jesse J. Haight executive vice-president, and Arvin J. Welch as vicepresident.

### Are You Looking For An Experienced Sales Manager?

At present employed in an executive capacity in a war industry . . . formerly zone manager of large automotive manufacturer, also sales manager of a New England Automotive Distributor. All of which adds up to 20 years experience in selling in the automotive and accessory business. Business and bank references furnished . . . write or phone

Cory Snow, Inc. 739 Boylston St. Boston 16, Mass.

### WANTED SALES MANAGER

by medium size company with wellknown nationally advertised merchandise in drug and cosmetic field. Subsidiary of large pharmaceutical company with important research facilities for development of postwar products. Write stating full qualifications. Box 2175, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

Accounts . . . Celanese Corporation of America to Ivey & Ellington, to handle its consumer advertising of the Fabric Division. . . . Hupp Motor Car Corp., Detroit, to The Griswold-Eshleman Co., Cleveland. . . . Deepfreeze Division, Motor Products Co., to Leo Burnett Co., Inc., Chicago. . . . Viewtone Television Co., New York City, to Lester Harrison, Inc. . Wilson & Compania, S. A., the Argentine organization of the packing company, to McCann-Erickson, Inc. . . Emmet of California, leather craftsmen, to Brisacher, Van Norden and Staff. . . . American Maize Products to Kenyon & Eckhardt, Inc. . . . Marine Engine Division, Chrysler Corporation, goes to Grant Advertising, Inc.

### Sales Manager Assistant

If you've worked for one of the major building material companies; if you've had a better-than-average record; if you think you are capa-ble of developing distribution among lumber and building supply dealers; if you are willing to travel and live in large Midwestern city, this old, reliable company, a consistent user of national advertising, will consider you for position of Assistant Sales Manager. Send complete description of your

experience, including age, past earning record, educational train-ing and photograph to Box 2113, Sales Management, 386 Fourth Ave., New York 16, N. Y. All applications held in strictest

confidence.



From June to October a Western picnic is almost never "rained out." And Western golfers must find some other excuse than wet greens for high scores, because summer rains seem to be strictly reserved for "unusual" years when Big Conventions are held. This means, of course, that Westerners must depend on man-harnessed water to make their gardens grow.

To know how and where and when to water, a quartermillion Westerners look to The Magazine of Western Living. Because Sunset's gardening information is localized to temperature and rainfall conditions in the north, central and southern areas of the Pacific Coast.

Sunset knows the Pacific Coast

OF WESTERN LIVING THE MAGAZINE

San Francisco

NT

# Sales Management High-Spot Cities

### Retail Sales and Services for September, 1945

During the next three months, as pointed out in Significant Trends this issue, production will fall most, income somewhat less, and retail sales least, if they fall at all. The September index figure remains at the recent 170-171 level.

The centers of war production remain high, but changes already are apparent, with Wichita, for example, replacing San Diego as leader in the City Index column. The 15 leaders in that list (September, 1945 as a ratio of September, 1939) are: Wichita, Kansas, 368.5; San Diego, California, 356.4; Honolulu, Hawaii, 300.2; Oakland, California, 287.7; Knoxville, Tennessee, 285.0; Portsmouth, Virginia, 280.4; Chester, Pennsylvania, 263.0; San Jose, California, 261.1; Tacoma, Washington, 258.0; Evansville, Indiana, 254.0; Topeka, Kansas, 248.3; Mobile, Alabama, 248.1; Seattle, Washington, 243.0; Jackson, Michigan, 241.8; Akron, Ohio, 241.0.



SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar 1939 month. . . . The second column, "City-National Index," relates

that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(SM Forecast for September, 1945)
City

	City Index	Nat'l Index	§ Millions
UNITED STATES	171.0	100.0	\$6675.00
Alabama  ★ Mobile  ★ Birmingham .  Montgomery .	. 248.1 . 180.0	145.1 105.3 78.9	8.50
Arizona  ★ Tucson  ★ Phoenix (Continu	. 205.2	120.0	9.75 5.03

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities.
(b) A guide for your branch and district managers.
(c) Revising sales quotas.
(d) Basis of letters for stimulating salesmen and forestalling their alibis.
(e) Checking actual performance against potentials.
(f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



# Population or Buyers?

POST-WAR IS HERE. Now the country's sales executives take over . . . tackle the tremendous battle of keeping peacetime production, employment and income at wartime levels. To do this, they must sell the American people the greatest volume of civilian goods ever—must get them to underwrite unprecedented prosperity.

Few big-city markets are as solidly composed of *full-scale* buyers as Hempstead Town—of people who can buy everything they want, from bread to automobiles, face powder to refrigerators, fountain pens to pianos.

In most cities large segments of the population lack money for many necessities. In Hempstead Town . . . with 90% of its 75,258 dwellings estimated to be single dwellings of which better than 70% are owner-occupied . . . and with \$5929 income per family . . . prosperity is well-nigh market-wide, and personal, family and household products of the

so-called luxury type are commonplace in most homes.

Sales Management estimates Hempstead Towners spent \$220,064,000 for retail goods in 1944; will spend \$21,000,000 during September. If your product makes for better living, it has a market in the solidly full-scale buying population of Hempstead Town.

The Nassau Daily Review-Star, pioneer daily in Hempstead Town and a prime factor in the development of the market, has been alerting readers to post-war opportunities and responsibilities for a year and a half. The only newspaper that concentrates its circulation (90%) in this market, the Nassau Daily Review-Star integrates your advertising with the shopping deliberations of 135,000 people in 40,000 families . . . that pay the higher price of 4c a copy for this newspaper. 85% home-delivered.



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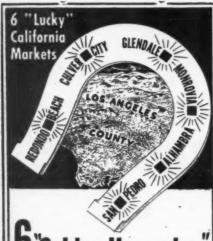


Published daily, except Sunday-4c a copy

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.

Mational Representatives: LORENZEN & THOMPSON, INC. — New York — Chicago — St. Louis — San Francisco



**b** Golden Horseshoe Newspaper Cities

Experienced merchandisers know that to secure complete distribution and sales in Los Angeles County—now the 3rd U. S. Market—that full advertising schedules should be run in all the daily newspaper towns in addition to the space placed in the metropolitan papers.

The 6 daily newspapers of the \*S-C-A-N GROUP provide separate home town markets with a population of 258,858 and

### \$150 MILLION RETAIL SALES

(Sales Management's 1943 Estimate)

To help make each campaign a complete success, every paper in the S-C-A-N GROUP delivers a genuine, personal and uniform Merchandise Service.

Get Complete Details from our
Representatives:WEST - HOLLIDAY CO.

### \*S-C-A-N GROUP

(The Copley Daily Newspapers)
in Los Angeles County

1 ALHAMBRA Post-Advocate
2 CULYER CITY . Star-News
3 GLENDALE . News-Press
4 MONROVIA . News-Post
5 REDONDO . Breeze

5 REDONDO . . . . Breeze 6 SAN PEDRO . . News-Pilot

SOUTHERN CALIFORNIA ASSOCIATED NEWSPAPERS 510 S. Spring St., Los Angeles 13, Cal.

# *Sales Management* High-Spot Cities

(Continued from page 176)

RETAIL SALES AND SERVICES
(SM Forecast for September, 1945)
City
City Nat'l \$

City Nat'l \$ Index Index Millions

164.5	96.2	9.50
158.3	92.6	3.27
356.4	208.4	24.00
287.7	168.2	40.00
261.1	152.7	8.70
215.5	126.0	20.15
203.4	118.9	6.03
197.1	115.3	8.50
194.6	113.8	133.50
185.5	108.5	2.60
	356.4 287.7 261.1 215.5 203.4 197.1 194.6	158.3 92.6 356.4 208.4 287.7 168.2 261.1 152.7 215.5 126.0 203.4 118.9 197.1 115.3 194.6 113.8

Los Angeles	194.6	113.8	133.50
* Stockton	185.5	108.5	2.60
* San Bernardino	180.3	105.4	4.30
San Francisco	167.7	98.1	46.70
Pasadena	166.8	97.5	8.00
Santa Ana	153.0	89.5	3.90
Santa Barbara	138.2	80.8	5.50
Sacramento	137.5	80.4	8.75

Colorado			
Denver	. 151.3	88.5	27.5
Colorado Sprin	gs 135.5	79.2	3.3
Pueblo		69.2	3.1

★ Hartford	175.4	102.6	18.8
Bridgeport		95.1	13.6
Waterbury	161.9	94.7	7.6
Stamford	146.8	85.8	5.2
New Haven	145.7	85.2	14.5

Wilmington 160.2	93.7	13.65
District of Columbia		
Washington 160.5	93.9	77.50
121 . 1		

★ Tampa	220.0	128.7	7.0
Miami	216.1	126.4	23.7
★ Jacksonville	183.6	107.4	9.2

* Savannah	235.3	137.6	6.60
* Macon	217.0	126.9	4.70
* Columbus	192.6	112.6	3.75
Atlanta		111.8	31.80
Albany	162.7	95.1	6.05
Augusta	150.6	88.0	4.30
Hawaii			

★ Honolulu	300.2	175.6	37.00
Idaho	177 6	102.0	4.00
★ Boise	1//.5	103.8	4.00
Illinois			

* Rockford	204.4	119.5	7.2
* Peoria	178.1	104.2	10.5
★ Chicago	176.8	103.4	186.1
East St. Louis	165.6	96.8	4.3
Springfield	144.5	84.5	4.8
Moline-Rock Is-			
land-E. Moline	137.5	80.4	5.7

RETAIL SALES AND SERVICES
(SM Forecast for September, 1945)

	City Index	City Nat'l Index	\$ Millions
Indiana			

Inuiana			
* Evansville	254.0	148.5	9.75
* Fort Wayne	187.5	109.6	9.70
Indianapolis	167.3	97.8	29.50
Gary	164.0	95.9	7.10
South Bend	157.0	91.8	8.00
Terre Haute	153.2	89.6	5.55

Iowa			
* Sioux City	178.0	104.1	5.6
Des Moines		97.3	12.6
Cedar Rapids	157.0	91.8	5.5
Davenport	154.5	90.4	4.9

Kansas			
★ Wichita	 368.5	215.5	15.00
* Topeka	248.3		5.80
* Kansas			9.00

Kentucky			
★ Louisville	 191.5	112.0	24.75
Lexington		87.3	4.8

Louisiana			
New Orleans Shreveport		92.3 87.7	25.00 7.10
Maine			
Portland	155.5	90.9	7.10

Maryland			
★ Baltimore	179.0	104.7	69.50
Cumberland	143.7	84.0	5.18

Bangor ..... 150.7

88.1

3.20

Massachusetts			
Springfield	156.3	91.4	13.25
New Bedford	153.9	90.0	6.00
Worcester	152.4	89.1	12.75
Holyoke	150.8	88.2	3.20
Lowell	149.2	87.3	5.70
Fall River	143.0	83.6	5.75
Boston	136.7	79.9	60.50

Michigan			
★ Jackson	241.8	141.4	6.00
* Lansing	238.0	139.2	10.40
★ Detroit	221.0	129.2	135.00
* Kalamazoo		101.3	7.15
* Battle Creek	173.2	101.3	4.65
Bay City		91.4	4.50
Flint	156.3	91.4	13.30
Grand Rapids	156.3	91.4	14.00
Muskegon		99 1	4 45

Saginaw	149.0	87.1	6.50
Minnesota			
Minneapolis	156.8	91.7	46.50
St. Paul		89.8	22.75
Duluth	144.4	84.4	6.50
Mississippi			
→ Tackson	175 2	102 5	6.00

* Jackson	117.2	102.)	0.00
Missouri			
* Springfield	185.0	108.2	4.10
* Kansas City		102.6	33.25
St. Joseph	160.8	94.0	3.70
St. Louis		83.9	52.50
Mantana			

on Louis		03.7	
Montana			
Billings	160.0	93.6	3.63
Nebraska			
★ Omaha	185.0	108.2	15.50
Lincoln	134.3	78.5	5.12

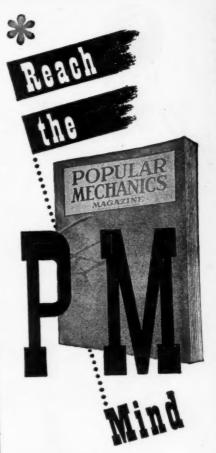
RETAIL SA (SM Forecast		tember		) .
	City	City Nat'l	8	
	Index	Index	Milli	ons
Nevada ★ Reno	. 175.5	102.6	5 3	3.90
New Hampshi	ire			
Manchester		76.	2 :	5.00
New Jersey				
★ Paterson Passaic				5.25
Newark	160.	7 94.	0 4	6.70 0.50
Camden				8.60 9.45
Jersey City- Hoboken				9.25
New Mexico				
★ Albuquerque	172.	5 100	.9	3.45
New York				
★ Elmira  ★ Hempstead T  ★ Schenectady  Niagara Falls	175	.0 102	.6	3.90 21.00 7.00 5.20
	160	.2 93	.7 4	10.00
Rochester	155	.5 90		6.70 21.85
Jamestown . Buffalo	146		5.8 4.4	2.31 31.25
Troy Albany	138	3.2 80	0.8 7.9	3.81 8.45
Syracuse	131	1.9 7	7.1	13.45
North Carol		1.3	4.4	5.95
* Durham	18	8.7 11	0.3	4.75
★ Asheville . ★ Charlotte .	17		4.1 0.9	6.25 9.25
Greensboro	15	7.3 9	2.0	4.90
Winston-Sal Raleigh			8.0 2.5	4.15 2.25
North Dake				
★ Grand Fork Fargo			0.1	2.15 3.40
Ohio				
★ Akron	24		10.9	20.50
★ Cleveland	19		12.6	73.50 8.25
	18		07.3 98.2	20.25 20.10
Cincinnati	1	57.4	92.0	41.10
Springfield Columbus	1		90.8 89.5	4.70 24.65
Youngstow	n 1	52.2	89.0 76.6	13.45
Steubenville	e 1		73.4	2.50
Oklahoma		740 .	00.0	
Muskogee	1		02.2 94.9	14.00 2.40
, Oklahoma	City. 1	55.2	90.8	19.10
Oregon ★ Portland .	-	18.5	127.8	43.50
Salem		64.0	95.9	3.10
Pennsylvan				
A N.P. 4			153.8 110.0	5.25 5.70
* Erie	1	183.3	107.2	7.38
Pittsburgh Lancaster		168.5 156.0	98.5 91.2	51.00 5.80
Philadelph Wilkes-Ba		150.5 146.0	88.0 85.4	127.75 6.30
Allentown		145.1	84.9	7.00
Williamsp Harrisburg		140.5 139.9	82.2 81.2	2.97 7.15

RETAIL SA (SM Forecast	City N	mber, 19 City Vat'l	\$ llions
Pennsylvania Altoona Johnstown Scranton Reading	137.4 135.0 126.4	80.4 78.9 73.9 72.0	5.50 5.35 7.35 7.50
Rhode Island Providence Woonsocket	164.6	96.3 82.2	25.00 2.85
South Caroli  ★ Charleston  ★ Spartanburg  Greenville  Columbia	181.8 181.0 169.3	106.3 105.8 99.0 88.9	5.10 3.92 5.15 5.00
South Dakot Sioux Falls .		96.3	4.05
Tennessee  ★ Knoxville  ★ Nashville Chattanooga Memphis	179.4	166.7 104.9 93.6 88.0	10.75 11.15 8.75 21.60
Texas  ★ Fort Worth  ★ Houston	200.0 193.2 188.0 (sti . 185.5 0 . 178.5 176.2 171.5 170.0 163.6 dlls . 160.6	103.0 100.3 99.4 95.7 93.9	15.35 33.50 4.43 28.75 6.70 15.80 3.70 4.30 5.10 3.66 3.00 4.85
Utah ★ Ogden Salt Lake	City. 143.		5.20 15.00
Vermont Burlington	126.	4 73.9	2.67
Virginia  ★ Portsmouth  ★ Newport N  ★ Norfolk .  ★ Richmond Roanoke . Lynchburg	News. 200. 196. 176. 132.	0 117.0 5 114.9 5 103.2 7 77.6	3.00 2.57 11.75 19.50 5.60 3.95
	258	.0 142.1	12.00 47.00 12.55
West Virg  ★ Huntingto Charleston Wheeling	n 181	.6 86.3	7.65
* Milwauke	206 e	2.0 118.1 7.0 103.5 2.5 100.9 0.8 99.5	42.7 6.5 9 1.9 9 3.4 2 4.9

Wyoming

★ Cheyenne ..... 189.2 105.4

2.40



\*SEE PAGE 16-17

### A Recent Survey Shows 17,315 Jobs

will be available post-war in Woonsocket, R. I., the plus city in busy industrial New England. Present employment is about 15,500.

### WOONSOCKET

a great war market today—will be a greater civilian market tomorrow

......

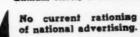
in the Woonsocket ABC city zone of

55,921

this newspaper has coverage of 98.02% — 76.97% in the 101.066 retail trading zone.

THE WOONSOCKET CALL
And Evening Reporter

Representatives Gilman, Nicoll & Ruthman





.00

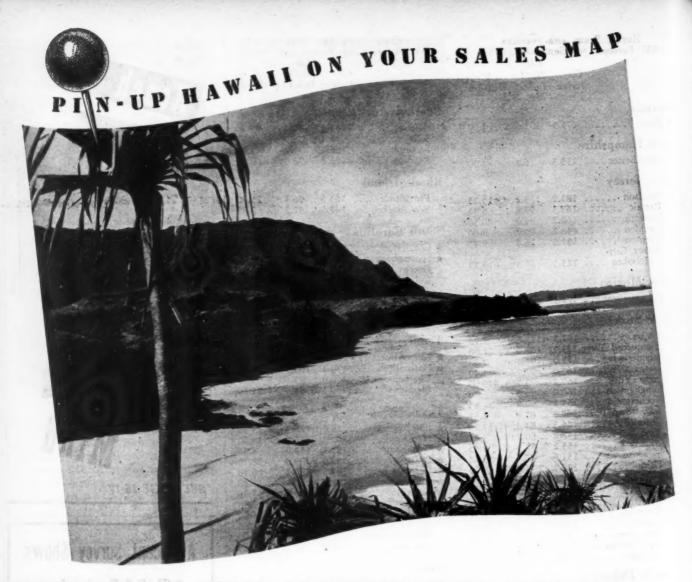
.10

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3.63

5.50 5.12

NT



### BEHIND THIS HAWAIIAN SCENE...

... is a promising picture for those who sell MEN'S and WOMEN'S CLOTHING

If you happened to land in Hawaii minus your luggage you'd have no trouble selecting a wardrobe. For you'd find all your favorite brands in clothing and haberdashery at the local stores. The same goes for the feminine members of the family. Style-conscious Hawaii prefers those fashions that bear the labels of well-known designers and manufacturers.

Today, in spite of wartime activities, Hawaii remains a smart center where clothing needs are many and varied. These needs have increased with the tremendous rise in population. Today Hawaii has a civilian population of half a million, with 65 percent concentrated in Honolulu City and County. The annual average gross income of working class families is \$4,980.\* In 1944

retail sales amounted to \$389,000,000 — a 105 percent gain over 1941.

As you view this prosperous picture, doesn't it make sense for us to say—"Pin-up Hawaii on your sales map?"

To reach this growing, profitable market use the Honolulu Star-Bulletin. That's exactly what 290 National Advertisers did last year. For good reason! In Honolulu where the concentrated population of Hawaii is, the Star-Bulletin has a carrier delivery to nearly every Honolulu home every evening.

\*U.S. Department of Labor Figures

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If you need help in "looking behind the Hawaiian Scene" and information about sales representatives and distributors in Hawaii, write to Special Service Department, Star-Bulletin, Honolulu, T.H., or O'Mara & Ormsbee, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles.

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### ALEXANDER THEATRE **SCREEN ADVERTISING**

gives you

Live Action Demonstration — All-talking Sales Messages. Natural Color Reproduction of YOUR PRODUCT.

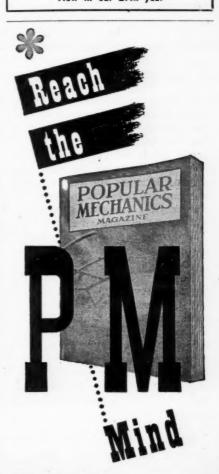
> Your choice of nearly 10,000 theatres from Maine to Florida — from New York to San Francisco

Write us for the full story



Colorado Springs, Colorado

Now in our 27th year



\*SEE PAGE 16-17

### BY RAY BILL

LABOR AT THE CROSSROADS: End of the war brings largely to an end the one-source market which has provided the chief outlet for the production of American industry and its workers. As our Federal Government ceases to be the big buyer, both Industry and Labor must look to new fields to utilize their wares and services. A factor largely dormant during the war steps in at just this point, namely selling.

The canceling of billions of dollars of war orders and the releasing of many thousands of employes engaged directly in war work naturally focuses attention on the paramount need for intelligent sales management and in turn for intelligent salesmanship. This magazine has long been a vigorous advocate of sizable preparedness on this obviously important front. Looking solely to this end of national preparedness, it has twice proposed programs for itself, without profit to itself, and each time has encountered a War Production Board living so close to the problems of the immediate day that it could not see ahead into the problems which inevitably would come with the arrival of conversion.

Unfortunately, our own experience coincides too completely with that of others who have been forehandedly urging preparedness along the same lines. Apparently it takes not meritorious ideas to beget attention, but rather great numbers of advocates plus the actual arrival of a great crisis. Indeed, even though the clock has already struck twelve, the realization of the part which selling must play to rebuild a prosperous civilian-goods economy is alarmingly vague, unrealistic and miniature.

Government officials talk about production programs, unemployment palliatives and the same or lower prices for consumers. Labor leaders threaten with strikes and demands for an upping of wages. Many industrial leaders battle chiefly for tax reductions and removal of Government restrictions on the free working of the enterprise system. Socialists and others clamor for public works on a gigantic scale. Most everyone seems to know the right answer from his own standpoint. But few, if any, put the pieces together well enough to make a workable whole. The missing ingredient too often is a lack of understanding as to the vital essentiality of selling.

To be sure, there are many leaders in Government, Business, Agriculture, and Labor who recognize that goods and services must be sold in order to maintain high level production and in turn high level employment. But they fail to realize that if selling fails to do its job the whole economic structure will collapse—and the enterprise system which makes our country the envy of the world will be shaken to its very roots. Not seeing this clearly, they also fail to aid and abet selling as it must be helped in order to perform the necessary but gigantic task which confronts it.

Of course, Labor is not the only factor in our national economy that has much to gain or lose by whether selling makes good or fails. But it does look as if Labor and its leaders may prove to be the balance of power on which course America follows—the international trend toward state socialism or the American policy of democracy as applied to political, social, and economic life. For this reason we urge the leaders of American Labor to ponder long and hard on the following questions:

- 1. If American factories, mines and farms pile up more production than can be sold with reasonable dispatch, how long will production jobs and pay remain at high levels?
- 2. How long can individual concerns pile up inventories of unsold product and still retain solvency, let alone a sound credit position?
- 3. What can cause business panic in this country quickest—people out of jobs or product without a market?
- 4. Why should there be strikes in industries where conversion is in progress, when nobody can be sure of either sales or profits? Why should Labor not wait until it can see with some certainty what the traffic, as represented by product actually sold and purchased, will bear in the form of wages?
- 5. Why should the mighty influence of Labor be brought to bear in favor of palliatives for *unemployment* instead of in behalf of affirmative ways and means for increasing and maintaining high-wage employment?
- 6. If we must increase pre-war civilian national consumption, which is to say national sales by 40% to 100%, in order to assure a high level of productivity and employment, how can we hope to attain such collossal goals without giving selling the same pre-eminent right of way which it was proper to give and we did give production and the Armed Services during the war?
- 7. If Uncle Sam as a single market for over half of our productive capacity has now largely gone into hibernation as a customer, how can we hope to replace this market without concentrating on the creation and development of all possible civilian markets on a nationwide, all-out basis?

Up to the date this comment is written, the President has said nothing important about what selling must do and how it will be helped to perform effectively. Nor did John W. Snyder, Director of War Mobilization and Reconversion, even mention selling in the initial release of the Government's post-war planning. Then, too, the labor unions have been likewise lacking in their recognition of selling and dangerously willing to stress unemployment news as a means to applying political pressure, when in fact what the whole Nation most needs now is ethical but nevertheless aggressive selling.

Labor is at the cross roads because upon the conversion policy it pursues will very likely depend not only the prosperity of the Nation, but also the answer to whether American working people are to continue enjoying a much higher standard of living and freedom of life than do the working people of any other country.